Multiple stakeholders' perception of the long-term success of project: a critical study of Oman tourism resort projects

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Declaration

I certify all the work contained in this thesis is my own. The thesis does not contain material which has been submitted previously unless it is cited according to the ethics procedures and guidelines. The content of this thesis is the result of work which has been carried out since the official commencement date of the approved research program. The results of this research have been, fully or partially, presented twice at seminars at Sultan Qaboos University in Oman and an IPMA conference in Croatia.

Ghasan Al Maamari

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"IN THE NAME OF ALLAH, THE MOST GRACIOUS, THE MOST MERCIFUL".

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List of Abbreviations

APM	Association of Project Managers
BU	Bournemouth University
GCC	Gulf Council Cooperation Countries
GDP	Gross Domestic Product
ICT	Integrated tourism complexes
IT	Information Technology
MC&I	Ministry of Commerce and Industry
MERS	Middle East Respiratory Syndrome
MoNE	Ministry of National economic
MOT	Ministry of Tourism
NCSI	National Centre for Statistics and Information (Oman)
NGO	Non-governmental organisations
OTS	Oman Tourism Strategy
PM	Project management
PMI	Project Management Institute
SARS	severe acute respiratory syndrome
SET	Social exchange theory

ST	Stakeholder theory
TALC	Tourism Area Life Cycle
UK	United Kingdom
UNESCO	The United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollars

Abstract

Projects and project management (PM) principles are expanding, both in terms of adoption by different industries as well as within the field itself. PM literature shows that PM schools of thought have grown to around nine distinct research areas and are still growing (Bredillet 2008a, 2008d, 2008b; Turner 2018). It is estimated that circa thirty per cent of the global economy is project-based (Turner 2010), where organisations adopt principles of PM to accomplish the change they inspire. With this expansion, there is an increasing criticism in the literature that project evaluation using the ‘iron triangle' or the triple constraints of cost, time and scope is not reflecting the actual project status (de Oliveira and Rabechini Jr 2019). Some projects have not met the criteria, although they are still considered a success, and the opposite is those projects that are meeting the criteria but are regarded as a failure. Literature reveals that project success needs to widen the scope of its evaluation to include the relevant stakeholders. Besides, success varies across different dimensions, such as industries, countries, sectors, stakeholders and across timescales of the project lifecycle, which necessitates developing context-specific evaluations criteria and factors. The purpose of this study is to explore the stakeholder's roles and their importance and investigate their perceptions of success criteria and the associated factors for the context of tourism resorts in Oman.

This research focused on the context of tourism projects in the case of a developing country. Tourism has grown globally, passing the mark of one billion tourists, and is becoming the largest service industry in the world (Duncan et al. 2013). With this growth come projects that countries are undertaking to cultivate the benefits of tourism, as much as possible, in order to meet their economic challenges and improve their economy. One form of tourism developments that has been favoured by countries is the resort's development, where it is believed that the benefits outweigh the negative impacts. Oman is an oil-dependent, developing country, where oil and gas are making 79% of government revenue and 42% of the GDP (BTI 2018, p.26). The government has established a tourism policy that aims to increase the tourism share within the country's gross domestic product (GDP) from current level of less than 3% to around 10% by the year 2040. The policy demonstrates, among others, the initiatives of developing resorts across different parts of the country to showcase their diverse nature and charms to attract specific segments of tourists. The success criteria and the associated factors

for these projects involve a different set of stakeholders that value the long term impacts of such developments.

With the research nature being exploratory and seeking stakeholder’s thoughts and opinions, an interpretivist paradigm is pursued. This was conducted using a qualitative methodology with semi-structured interviews to understand the perceptions of multiple stakeholders for the resort project's success. The local stakeholders were purposively selected to be interviewed, as they live out the positive or negative impacts of these developments. Thirty-six participants were interviewed representing the main stakeholder groups of government, investors, operators, NGOs and residents from different resort areas, i.e. sea and mountain resorts. The interviews were transcribed and manually coded using a three-phase coding process in line with Saldaña (2013). NVIVO software was used to facilitate the data analysis process. The analysis resulted in a better understanding of the roles of stakeholders and developed context-specific themes that constituted success criteria and factors for the resort projects in Oman. The findings of the research were presented in a seminar to academics at Sultan Qaboos University, in Oman, as well as presented to individuals from government, and private sectors to confirm credibility and minimise any research bias.

The findings of this research serve both the fields of project success and tourism resort literature at individual levels as well as collectively. The results demonstrate that there is an ambiguity in the dimensions of project success: factors and criteria which has contributed to the confusion of the project success definition that was highlighted in the literature by Davis (2016). The research identified possible explanations for this confusion that would help to clarify the concept of project success. Besides, the research reveals that in the long-term, the success of projects goes beyond the ‘iron triangle' measurement; instead, success is a process of stakeholder’s satisfaction that involves successive inter-exchanges. The stakeholders are context-specific where the context of the project designates their interest, roles and power. The exchanges between the stakeholders are governed by trust between them, where each stakeholder’s power plays a role.

The research has utilised Social Exchange Theory (SET) as a framework to explain how success criteria and factors are exchanged between stakeholders to reach a satisfactory state. The use of SET can support the research in describing how different stakeholders perceive the

success of projects throughout the project lifecycle. Elements of stakeholder’s power and trust between them were integrated into the model of resort project success from Oman. In the development of the model for this thesis, it was proposed that satisfactory exchanges between stakeholders must take place where there is a need to balance the power of all stakeholders. Stakeholder's power is a function of resource's ownership and the right of people to elect their government, both of which do not exist in the case of Oman; research found that people have a ‘conditional power' where certain factors influence its level. The conditional power can vary considerably and impacts the overall success of the project. Unlike what the literature suggests that trust increases with power, this research found that this is only applicable between government and the private sector. However, with the public, the power increases when there is a lack of trust with both the government and the private sector.

Keywords: project management; success factors; success criteria; tourism resorts; Oman; social exchange theory, stakeholder’s management, trust

1. Chapter 1- Introduction to the research

1.1 Introduction

Projects have existed for a long time, as demonstrated by the astonishing heritage sites surviving across the globe, which were undertaken as project-based (Cleland and Ireland 2007; Morris and Geraldi 2011; Morris 2013). However, Project Management (PM), as a discipline, was established in the last century to streamline the process, and costs of managing projects (Söderlund 2002; Morris and Geraldi 2011). As PM developed as an offshoot from operations management (Bredillet 2007a; Weaver 2007; Morris and Geraldi 2011), the success of the projects was measured based on what has been known as the 'iron triangle' of cost, time and scope (Dvir and Lechler 2004; Bannerman 2008; Zwikael and Smyrk 2011, p.43; Müller and Jugdev 2012). Although the 'iron triangle' can be used as an objective measurement of project success, it has been criticised for its ineffectiveness to evaluate the outcomes and benefits of the project that has long-lasting effects. With PM expanding with other disciplines (Bredillet 2015; Vlahov et al. 2019), project evaluation has broadened to include different stakeholders and elements.

1.2 Research content and context: project success and tourism resorts

The 'iron triangle' of time, cost and scope criterion was the dominant measurement of success (Khan et al. 2013). The success factors were developed to ensure that success was achieved, and they were initially within the project manager's or owner's responsibility (Pinto and Slevin 1987; Jugdev and Müller 2005). Although this has continued for a while, the dissatisfaction caused by the increased projects failure rate had led both practitioners and academics to expand the circle of evaluation in terms of stakeholders, their criteria and factors. Besides, project success had advanced in distinguishing between the concepts of PM versus project success, which led to introducing new definitions for projects.

The list of stakeholders involved in evaluating the success of projects has expanded to include a wider circle from outside the organisation that has undertaken the projects. There are specific criteria and factors for project lifecycle stages with the relevant stakeholders for each phase. For example, for the success of project management output, time and cost can play a higher role, as the stakeholders involved are more involved in the daily execution with the limited resources given. However, as time progresses beyond completion, and project benefits are realised, the interest of the stakeholders change, and hence their view of evaluating the success.

The circle of the stakeholders also expands to reach people who could be impacted by these projects. Therefore, the success criteria and the factors that help in achieving success differ accordingly. Moreover, the evaluation of success differs, and whether responsible or more powerful organisations manage the stakeholders or engage with them throughout the project lifecycle.

As organisations embrace the concepts of projects in delivering their strategies (Bredillet 2015; Vlahov et al. 2019), tourism projects have witnessed evident growth worldwide in efforts to cultivate the benefits of the largest industry, globally. Many tourism projects are developed, and building resorts are one of the projects favoured by governments and investors alike and can contribute to communities as well as attracting tourists. Tourism impact has its share in literature, and the debate on positive and negative aspects of the impacts is ongoing with significant variations amongst multiple stakeholders. The more satisfied stakeholders are, the more positive their perceptions. Stakeholder theory and social exchange theory are two of the theories, both have been borrowed from the PM (Cleland and Ireland 2006; Eskerod et al. 2015) and tourism (Peric et al. 2014; Bowen et al. 2017) literature to explain and understand different situations.

Freeman (2010) defined the stakeholders as groups or individuals who can affect, or are affected by, the organisation. Stakeholder Management processes go through the process of identifying stakeholders, analysing their expectation and impact on the project, and developing strategies for engaging stakeholders in the project (Aragonés-Beltrán et al. 2017). Stakeholder's management is considered to be one of the success factors of projects (Littau et al. 2010). The concept of stakeholder's management has evolved from the management of stakeholders to management for stakeholders and stakeholder engagement. Stakeholder engagement is similar to management for stakeholders (Turner 2018) where the project should engage with the stakeholders via marketing the idea to them, demonstrating that its benefits are valuable and getting their acceptance of the project (Turner and Lecoeuvre 2017). Similar to PM, stakeholder management in tourism is vital to attaining business success (Yilmaz and Gunel 2008; Bowen et al. 2017), especially as development in tourism can impact different aspects of a community (Byrd 2007).

One of the criticisms of stakeholder theory is that it does not explain how different interactions take place between the stakeholders, and this is where social exchange theory (SET) can play a significant role. SET has been prominent in the sociology and social psychology literature and is known to be one of the oldest theories of social behaviour (Homans 1958), as well as it is considered to be one of the most influential conceptual paradigms in organisational behaviour (Cropanzano and Mitchell 2005). The need for the exchange is created by the lack of resources, motivating actors to engage in obtaining valued inputs (Gottschalk and Solli-Sæther 2005). The exchanges between stakeholders become essential for the overall success of the projects.

1.3 Case study: Oman

The case study is selected to evaluate project success in tourism projects and to understand the stakeholders' roles and exchanges that take place between them. Oman was chosen to be the case of this research as it has recently developed a tourism policy 2016-2040 and has plans for the tourism sector to improve its contribution to GDP to diversify the oil-dependent economy.

With the unique country nature, attractions, culture, and history, Oman aims to attract a niche tourism market with mainly high spending tourists (OTS 2016). Oman has a late entry to tourism compared to its neighbouring countries. This makes the results of the research important for implementation and forms a basis for future research. Added to this the scarcity of research about PM in Oman in general, and specifically lack of research about the success of resort projects. Moreover, the researcher is an Omani citizen who has an interest in PM and is seeking to further his knowledge and contribute to academia and practice on how tourism projects can benefit from PM principles.

1.4 Research aim and research question

Although there are frameworks for evaluating success in PM (Shenhar and Dvir 2007; Bannerman 2008; Turner and Zolin 2012; Zwikael and Smyrk 2012; Elbaz and Spang 2018), see section 2.3.1.1, the frameworks are generally focused on private sector projects, and are taken from the aspect of developed countries. Besides, while there is a recognition that project success is context-specific, there is a lack of research in PM and tourism that determines project success concepts, which include perspectives of multiple stakeholder groups for long-term projects. Exploring the long-term success criteria and factors for resort projects forms the basis of the current work.

Existing research indicates that in the developing world, the role of public stakeholders is minimal due to their limited power (Li et al. 2012; Sun et al. 2016; Bowen et al. 2017). This research, although aiming to identify the relevant stakeholders for the resort projects in Oman, is investigating only the local community stakeholders that are directly impacted by the developments, such as the investors, the government, the residents as well as NGOs if they have a role.

Therefore, this research aims to develop a model of the constructs of project success criteria and the success factors for tourism resorts in Oman, taking multiple local community stakeholders' viewpoints. The model will represent how the different variables (criteria, factors, stakeholder groups) are interrelated for the context of resort projects in Oman.

A primary research question was developed to provide an overall purpose for the research, which have led to defining the five objectives. These together have impacted the selection of the research method, which is explained further in chapter 4. The research question is:

What are the different stakeholders’ constructs of long-term project success criteria and factors applied to tourism resort projects in Oman?

1.5 Research objectives

The objectives of the research (literature review and primary data) can be summarised as follows:

1. Critically review the literature to identify the dimensions of project success, resort development and tourism in Oman in order to define the research gap and focus.

2. Establish an appropriate timeframe to evaluate the success of resort projects (i.e., when most of the impacts of the development are realised).

3. Identify relevant stakeholders for the tourism resort projects and establish the classification and importance of these stakeholders to the resorts’ project evaluation.

4. Formulate the components for tourism resort projects' success (factors and criteria) based on relevant stakeholders' long-term success evaluation in order to understand similarities and differences between stakeholders' groups.
5. Synthesise a model of the different constructs of the success of tourism resort development in Oman based on their importance, in order to establish a context-specific success framework for the project that can expand the understanding of the success evaluation of resort projects and its relation to other types of projects.

1.6 Research methodology

The nature of this research positioned it philosophically in the interpretive research paradigm with the inductive approach to model development. Given the nascent level of maturity of the research area in the context of tourism resorts in Oman, a qualitative methodology was deemed to best suit the objectives of this research, The unit of analysis was the participants' stakeholder's group perceptions of what constructs the success of resort projects in Oman. The researcher ultimately endeavoured to create a composite picture of the individuals' understanding of what constructs a reality of the phenomenon of the success of resort projects in Oman.

The research used semi-structured interviews as a strategy for the data collection, and thematic analysis as the data analysis technique. The data collection was preceded by a content analysis of related literature and official public documents relating to tourism projects in Oman, as well as by a pilot study with six participants from different stakeholder groups, which was conducted to trial the data collection and analyse the instruments. For the data collection, a total of thirty-six, local-community participants, were interviewed in face-to-face semi-structured interviews. A themed interview guide was developed containing the main questions to help the researcher focus on the purpose of the interview and control the direction of the information flow. A mix of purposeful and controlled snowball sampling strategies was utilised to assist in selecting the participants relevant to the researched area. The research had opted for a cross-sectional time investigation of the perceptions for the long-term success of resorts. The interviews were conducted with multiple stakeholders representing different government ministries, including one interview with a government minister, participants from investors and operators, local communities and an NGO to increase the validity and reliability of the obtained data.

The interviews were recorded with the permission of the interviewee except for one where notes were taken instead. The interviews were then manually transcribed by the researcher and interview transcripts were coded in NVIVO® 11, and analysed using the coding techniques of Saldaña (2013) and Miles et al. (1994). The data analysis process started while collecting the data and repeated several times to allow themes to develop. With the lack of research on this area, themes are generated based on the data collected from the participants. The arrangement of the themes is based on interview guide questions and the stakeholder group to allow for comparison between their answers. The research credibility, transferability, dependability and confirmability measure, essential for data quality assurance, are then discussed, as well as the ethical research requirement. Interview transcripts can be made available upon request.

1.7 Structure of the thesis

This thesis consists of seven chapters. These chapters are described in sequential order:

Chapter one, Introduction to the research; this provides an introduction to the thesis by establishing the research background, and the research aim and objectives.

Chapter two, Project Success; this provides a review of the literature on project management and project success. It discusses project definition, project management theory and schools of thought in the discipline. Then, there is a review of the project success school of thought and how success is defined through criteria and factors. It brings in the notion of project success phases: outputs, outcomes and benefits. This chapter shows how initial projects were evaluated using the 'iron triangle' and then it expanded to include different criteria and stakeholders. A notion of stakeholder theory in PM is discussed and linked to project evaluation, highlighting the difference between stakeholder management and engagement.

Chapter three, Tourism and Resorts, social exchange theory and the case of Oman; this offers a background on the context of the research and the case study chosen. Tourism resorts are long-term projects where the impact of the project is evaluated. Tourism theory and social exchange theories were also discussed and brought into the context of the research. Then the chapter introduces information about the case of Oman's economic, political, geographic, demographic and cultural aspects. It also describes the Oman tourism policy 2016-2040. It concludes with the research aim and objectives based on the literature review of chapters two and three.

Chapter four, Research Method and Design; this presents the research methodology and design adopted for this study. It describes the selection of the philosophy, methodology, and data collection and analysis techniques. Besides, it provides information about the pilot study as well as the data analysis examples from the data. The chapter then discusses the research credibility, transferability and ethical considerations.

Chapter five, Research finding and discussion: confusion in success dimensions, evaluation timeframe and stakeholders' roles and powers; this brings about the findings of this research. It starts with a discussion about the emerging themes of the confusion of the success dimension and success dynamics. It then goes over the answers concerning the objectives of this research, starting with an evaluation timeframe for the resort projects, resort project's stakeholders in Oman and their powers. The last sections discuss the social exchange theory and trust in the project's success.

Chapter six, Research finding and discussion: resort projects long-term success criteria and factors model in Oman; this investigates the findings on the stakeholder's specific criteria and factors for the resort projects. These criteria and factors were then explained using the social exchange theory leading to the development of the model of success criteria and factors for multiple stakeholders in Oman. The effect of external factors to the model is also explained with the dynamic of the model.

Chapter seven, Conclusion; this concludes this thesis by presenting its content, contributions to knowledge practice and the researcher, and recommending avenues for future research.

2 Chapter 2- Project Success

2.1 Introduction

This chapter intends to establish the basis of the research by investigating the project management (PM) literature and how it has developed as a discipline over the years. The chapter forms the content of this research focusing on project management in general and specifically on project success. It examines the notion of PM definition and theory and how the research has been acquiring different concepts from other subjects forming several PM schools of thoughts. Success school of thought has been a prominent school as achieving success has been a primary purpose of undertaken projects.

The chapter examines the two parameters of project success which are project success criteria and success factors and their development over the years. The success evaluation was dominated by what is known as the 'iron triangle' of time, cost and scope and success factors were developed that help in achieving the iron triangle. Applying the iron triangle criteria had created a dilemma where certain projects were designated as a failure when any of the iron triangle criteria was not met hence creating an ineffectual image for PM. On the other hand, there was an increasing adaption of PM concepts and techniques into new industries. This paradox has influenced the research on project success, where success criteria expanded to include other criteria and multiple stakeholders over different dimensions of the project's life cycle. Scholars are calling for context-specific success criteria and factors that can provide realistic project evaluation.

2.2 Project Management

Not only project management is growing in terms of academic contribution, but also in practice. The development of the PM discipline led to its expansion with more organisations are keen to use project management tools, and techniques to help achieve their strategies (Bredillet 2005; Vlahov et al. 2019) and it is estimated that around thirty per cent of the world economy is project-based (Turner 2010). Humans have undertaken projects-type work for centuries to facilitate their life (Kloppenborg and Opfer 2002; Cleland and Ireland 2007; Morris and Geraldi 2011; Morris 2013). Earlier projects were executed based on intuitive, and people found their ways toward improving project performance, but they did not have formal PM tools and techniques (Lientz and Rea 2007, p.44). Projects were rather taken as particular endeavours for nation-building or act of war and were led by specific persons who were called rulers or generals and not project managers (Weaver 2006). Scholars are uncertain about the beginning of PM discipline as there is a lack of research in this area for the exception of a handful of studies (Söderlund and Lenfle 2013). It is argued that understanding the history of the discipline can help apprehend the basis of its knowledge base and hence improve it (Morris 2013).

Nevertheless, scholars argue that the development of modern PM research originated from operational management research (Bredillet 2007a; Weaver 2007; Morris and Geraldi 2011). The initial research had led to the development of several techniques that established the discipline in the 1950s (Söderlund 2002; Morris 2013; Pasian 2016). Earlier techniques were targeting the management of time to schedule different project activities which can be observed in the literature of the 1950s and 1960s (Söderlund 2002; Morris and Geraldi 2011). The discipline began primarily in the defence, engineering and construction industries and eventually expanded to other sectors (Kapsali 2011; Archibald 2017). With the establishment of the field, related professional and academic organisations started as well, such as specific discipline journals and conferences (Söderlund 2002). The majority of the scholars who established PM organisations had either a scheduling background aiming to optimise the time or a cost engineering background working to optimise the cost (Weaver 2007). Therefore, the initial PM research was classified as either of optimisation research dealing with techniques and tools or critical success factor research focusing on factors that help in the success of projects (Packendorff 1995; Söderlund 2002). PM has been viewed more as operational rather than strategic (Jugdev and Thomas 2002), and the success of projects was measured in operational terms such as budget and time (Killen et al. 2012). Recently though, there has been a broader expansion of PM research that led to the emergence of several PM schools of thoughts extending the PM research to a new horizon (Söderlund 2011; Bredillet 2015; Turner 2018). Weaver (2007) argues that the development of PM tools, the growth of the PM science and expansion of the PM profession are signs of the development of modern PM.

The growth of PM within the last seven decades has attracted its applications in several industries (Morris 2013; Lebe and Vrecko 2014; Bredillet 2015; Samset and Volden 2016; PMI 2017). This expansion has led PM to be adaptive and responsive to complex issues that face different realities and contexts (Boisot and McKelvey 2010; Morris and Geraldi 2011). More researchers have called for pluralistic viewpoints for the PM to cater for this expansion

(Hodgson and Cicmil 2006; Cooke-Davies et al. 2007; Leybourne 2007; Söderlund 2011). The project definition and concepts play a crucial role in further developing the field.

2.2.1 Project definition

Zwikael and Meredith (2018) argue about the importance of defining project terminologies if PM research and are theory to develop further. Having clear and comprehensive definitions and theory for projects and PM enhances the development of appropriate tools, and techniques (Zwikael and Smyrk 2012) and hence can improve the perception of projects' success. The confusion in defining what project is impacts the PM practice and the evaluation of project success (Deguire 2012).

Müller and Turner (2007) debate that the evaluation of project success is inconsistent since most of the project definitions and methodologies neglect the generation and realisation of benefits. These definitions of the project focus on the project deliverables, instead of realising the project-intended benefits (Ashurst et al. 2008). Consequently, the efficiency of the process becomes a more important criterion than the effectiveness of the investment and the realisation of benefits (Zwikael and Smyrk 2012; Morris 2013). This is line with the classical project life cycle phases that consists of four stages: initiating, planning, executing, monitoring and controlling and closing (PMI 2017). This lifecycle presents the project until the delivery stage and neglects the long-term effects that projects usually produce (Eduardo Yamasaki Sato and de Freitas Chagas Jr 2014).

An alternative project lifecycle model is offered by Priemus (2010) which comprises of five stages: problem analysis; a compilation of a functional program of requirements; elaboration of the technical, practical, and economic aspects and preparation of the project until it is ready for execution; realisation of the project from start to finish; and operation of the infrastructure after completion. This model has an advantage that it includes the time after project completion (Eskerod and Ang 2017). Fahri et al. (2015) suggest that a project close-out phase is essential when assessing project success as it considers the project's benefits.

Project Management Institute PMI (2017, p.4) defined a project as ‘temporary endeavour undertaken to create a unique product, service or result’. This definition focuses mainly on the deliverables or short-term outputs of the project and neglects the longer-term impacts.

Therefore, attempts were made to modify the project definition to expand beyond delivering the output, which was observed in literature where Turner (2010) introduced the term 'beneficial change' to the definition. Zwikael and Smyrk (2012) defined the project as "a unique process intended to achieve target outcomes." These definitions have extended the focus of project performance evaluation beyond PM success. Hence, projects shall be understood as vehicles to achieve goals rather than merely delivering outputs (Tillmann et al. 2012). Deguire (2012) argues, though, that benefits realisation is not usually within the project manager's authority and goes beyond his scope. Table 2-1 shows definitions of the project by different scholars and the PMI.

Table 2-1 Projects' Definitions

Source	Definition	Key Words
Gaddis (1959, p.89)	An organisation unit dedicated to the attainment of a goal-generally the successful completion of a development product on time, within budget and in conformance with predetermined performance specifications.	Goal (product on time, within budget and specification
Lewis (2000)	A project is a one-time, multitask job that has clearly defined starting and ending dates, a specified scope to be performed, a budget and a specific level of performance to be achieved.	A specific level of performance
PMI (2017)	A temporary endeavour undertaken to create a unique product, service or result	Product, service, result
Turner (2010)	A project is a temporary organisation to which resources are assigned to do work to deliver beneficial change.	Beneficial change
Zwikael and Smyrk (2012)	A unique process intended to achieve target outcomes	Target outcomes
APM (2012)	A unique, transient endeavour undertaken to achieve planned objectives.	Planned objectives

The expansion of the project definition brings about the notion of benefits, outcomes and outputs and the necessity to distinguish between their definition to design appropriate success evaluation criteria (Nogeste and Walker 2005). As per Zwikael and Smyrk (2012), the outputs are the products from the project, the outcomes are the 'measurable end-effect that arises when stakeholders realise the outputs from a project,' and the benefits are the 'flow of value' from utilising the outcomes. Xue et al. (2013) gave a similar definition, with benefits defined as the "ultimate desired impacts of the project." For example, for a built tourism resort project, the output would be the buildings and related facilities, the outcomes would be the utilisation of the resort by guests and flow of revenue, and the benefits would be the improving the quality of life for a resort community, improving the country tourism infrastructure and developing a strong brand image. It is evident that unless outputs are realised, outcomes or benefits cannot be achieved (Zwikael and Smyrk 2015). In addition, despite the common belief that benefits realisation may be linked to program levels, there is a rising agreement in the academia that even projects which are not part of a program, have benefits to realise (Samset and Volden 2016).

> *"Projects are temporary, but their deliverables may exist beyond the end of the project" (PMI 2017).*

The temporality aspect of the project has been used to develop a theory for PM; however, certain scholars still criticise it for being atheoretical.

2.2.2 PM theory

With the advance of the discipline, it has been criticised for being atheoretical and lacks its own theoretical foundation (Bannerman 2008; Killen et al. 2012; Maylor and Söderlund 2016). PM research does not agree on a unified PM theory, rather using different theories from other disciplines. Although utilising theories and knowledge from other disciplines can be viewed as a weakness, it is recognised for its usefulness in addressing societal problems (Alvesson and Sandberg 2014; Bitektine and Miller 2015; Davis 2015). In fact, researchers have called for efforts to promote interdisciplinary research (Jacobs and Frickel 2009; Tell et al. 2017) where disciplines can learn from each other to address complex and changing realities (Davies et al. 2018). Through this interdisciplinary research as well as the in-depth specialisation, the discipline develops (Siedlok et al. 2015; Hoffmann et al. 2017).

The discussion on theory development in the discipline of PM has also been widely debated between scholars with the majority of the research indicating that there is no agreed theory within PM; instead, the discipline is utilising several existing theories from different fields

(Hällgren 2012). Some scholars argued that having a theory to underpin the discipline is very important to the study of the projects and how they are managed (Morris et al. 2000; Koskela and Howell 2002; Morris 2004). Unified theory can be seen as a key to establish the PM profession and distinguish it from being a craft (Johnson et al. 2016) and is valuable to the acceptance of the discipline to wider audiences (Hällgren 2012). It is argued that the challenges of recognising PM as a proper academic field are due to the lack of agreed PM theory (Turner 2006c, 2006a, 2006b). Furthermore, without sound theoretic foundations and clarity of concepts, it is questionable whether the PM research will appeal to practitioners and academics (Padalkar and Gopinath 2016).

On the other hand, Müller and Klein (2018) argue that claiming the field as an atheoretical is 'inappropriate' and PM is theory-based with theories such as the theory of project as a temporary organisation and the Turner (2006b) PM theory. A theory is defined as

> *"an ordered set of assertions about a generic behaviour or structure assumed to hold throughout a significantly broad range of specific instances" (Sutherland 1975) cited by (Hällgren 2012).*

Turner (2006c, 2006a, 2006b) argued that in contrary to the widely believed lack of theory, there is actually a theory within the PM that may not have very clearly communicated.

Turner (2006b) project management theory is an attempt to develop a unifying theory where he has used concepts developed earlier such as projects as a temporary organisation which was introduced by the Scandinavian PM scholars (Lundin and Söderholm 1995; Packendorff 1995). Müller and Klein (2018) claim that Turner (2006b) theory and the project as temporary organisation theory have been frequently cited and hence are well established. Although Turner theory does develop the basics assertions; it has been criticised. The critics of the theory do agree with the importance of developing PM theory and the role of the theory to advance the discipline. Still, they argue that there is a room for developing multiple focused theories for PM. This case resembles management research, where there are several theories, and one theory cannot explain the full behaviours (Sauer and Reich 2007). In addition, Sauer and Reich (2007) argue that Turner (2006b) theory is taking a mathematical approach and is hence normative where it implicitly assumes that it is required to take all steps to achieve the goals of the project. Normative theories, though, are criticised for not managing the failures to adhere to theories nor suggesting alternatives (Sauer and Reich 2007). Floricel et al. (2014) argue that efforts shall be focused toward understanding the nature of the sociological theories and structures to deepen the understanding of project instead of the focus on the traditional optimisation plans, charts and contracts management.

Besides, the citation index of both PM theories stated by (Müller and Klein 2018) may not be regarded as evidence of acceptance of the theories where a number of the citations may have been criticising the theories. However, with the lack of an agreed PM theory, literature in PM shows that there has been a use of several theories from different disciplines such as management, engineering, and mathematics (Johnson et al. 2016). In their research, over fifteen years and examining 273 articles of PM literature in related journals, Johnson et al. (2016) establish that PM has 131 various theories applied or used to illustrate aspects of the research which makes up the discipline body of knowledge. The five most used theories were: stakeholder's theory, fuzzy sets theory, utility theory, the theory of constraints and actor-network theory with both stakeholders and actor-network theory gaining more popularity recently (Johnson et al. 2016). The substantive variation in the adaption of theories indicates that PM discipline is open and welcomes contributions from different research disciplines (Johnson et al. 2016). Some scholars have tried to classify the trends in PM research to understand the rationale behind projects existence and how they differ and behave (Söderlund 2011) or appreciate their primary theoretical drive (Bredillet 2007a). This has led to the classification of PM research into different schools of thoughts and perspectives.

2.2.3 PM schools of thoughts

The different attempts of classification of PM research were based on the review of the existing literature in multiple related PM and management journals. (Anbari 1985) identified five main schools of research within PM literature. Moreover, (Söderlund 2011) categorised PM research into seven schools that have similarity in contribution based on reviewing 305 journal articles. Bredillet (2007a, 2007b, 2007c, 2008a, 2008b, 2008c) and Turner et al. (2010) classified PM research into nine schools of thoughts. The classification of Turner et al. (2010) was based on the earlier classification attempts by Anbari (1985), Bredillet (2004) and Söderlund (2002) and confirmed recently by Turner et al. (2013) and Turner (2018). Kolltveit et al. (2007) content reviewed PM books and articles to analysis which perspectives do PM scholars use in their research and came up with six main perspectives. Rethinking PM research initiative identified alternative views of PM to understand how PM developed over time and the future promises for the field and defied six main research categories (Svejvig and Andersen 2015). Table 2-2 shows the classification of PM research with the schools' main research areas.

The first three classifications attempted to categorise the existing research into specific schools of thoughts. The researchers used the term schools as the term offers 'instrumental and powerful analysis' of the study area and have been used by other researchers within PM (Söderlund 2011). There are similarities between the different classifications of schools and their area of research. Some scholars have combined schools in one broader category; for example, the optimisation school mentioned by Söderlund (2011) also encompass the modelling school suggested by Turner et al. (2010). As the field of PM continues to grow, the number of schools is likely to increase in the future as well. The last two classifications were based on research categories on perspectives; for example, the contextualisation category of rethinking PM combines the literature that extends the PM knowledge in different contexts (Svejvig and Andersen 2015).

Table 2-2 Different scholar's classification of PM research

Author/Year	**Method of classification**	**Number of articles reviewed**	**Schools/Categories of PM research**
Anbari (1985)	Reviewing Literature		**Five Schools:** • **Functional school**: identifies the process of management by the functions carried out by the manager, such as planning, organising, staffing, directing, and controlling • **Management science school** provides a body of analytical tools to aid the manager in making complex decisions. This school includes quantitative methods such as CPM, PERT, performance indices, and Earned Value techniques • **Human behaviour school:** stresses that managers get work done through other people. This school emphasises the importance of understanding interpersonal and group behaviour in the workplace.

			• **Contingency approach:** contends that performance criteria variables are determined by the management variables (including concepts from all schools of management described above) and by the situational variables which result from the interaction between the environment and the resources of the organisation • **Systems approach:** encompasses the concepts developed by earlier schools of management thought. It considers the interaction and mutual dependence of variables in the organisation and the environment.
Söderlund (2011)	Review the literature published over the last five decades in 30 leading	305	**Seven Schools:** • **Optimisation School**: logic-based, prescriptive research drawing on management science, optimisation techniques and systems analysis • **Factor School**: empirical research relying on descriptive statistics on the criteria and factors of project success and failure • **Contingency School:** empirical research, case-study-based and survey-based research on the differences between projects, characteristics of projects and contextual dimensions • **Behaviour School:** interpretative and descriptive research on organisational behaviour, processes, and learning in projects • **Governance School:** prescriptive research on governance and contract problems in projects • **Relationship School:** descriptive case-study research on relations between actors in projects • **Decision School:** descriptive and interpretative research on politics and decision-making in projects

Bredillet (2007a, 2007b, 2007c, 2008a, 2008b, 2008c); Turner et al. (2010); Turner (2018)	PM research over 60 years		**Nine schools:** • **Optimisation:** Optimize the outcome of the project using mathematical processes • **Modelling:** Use of hard and soft systems theory to model the project • **Governance:** Govern the project and the relationship between project participants • **Behaviour:** Manage the relationships between people on the project • **Success:** Define success and failure; Identify causes • **Decision:** Information processing through the project life cycle • **Process:** Find an appropriate path to the desired outcome • **Contingency:** Categorize the project type to select suitable systems • **Marketing:** Communicate with all stakeholders to obtain their support
Svejvig and Andersen (2015)	Research on Rethinking PM	74	**Six Categories:** • **Contextualisation**: Expanding the conception of the project to encompass elements such as the environment and organisational strategy • **Social and political aspects**: How social and political processes shape projects, e.g., power structures, emotionality, and identities • **Rethinking practice:** Offering or suggesting alternative methods, perspectives and ways to rethink practice, e.g., through education or reflective practice • **Complexity and uncertainty:** Outlining the complexity of projects, their environment, etc. and new methods to cope with complexity

			• **The actuality of projects:** Outlining the need to study how projects are actually carried out or empirical studies of the actuality of projects • **Broader conceptualisation:** Offering alternative perspectives on projects, project management, and project success or outlining how the field is broadening beyond its current limits
Kolltveit et al. (2007)	Analysing perspective used in PM research	Content analysis of 11 books on PM	**Six perspectives:** • **The task perspective**: focus on the project object that should be delivered as specified, within budget and on time. Key issues include the project scope of work, project targets, project results, and planning and control. • **The leadership perspective**: focuses on the leadership aspect of project management and human processes. Key issues are leadership, communication, uncertainty, and learning • **The system perspectives**: The project is viewed as a management system including several subsystems, e.g., control system, production system, information system, and evaluation system. • **The stakeholder perspective**: effective management of the relationship between the project and its stakeholders is essential for project success. Key issues include stakeholders, communication, negotiation, relationships, influence and dependence • **The transaction cost perspective**: focus on the transaction, transaction costs, production costs, and governance structure are vital issues in this perspective • **The business by project perspective**: This is a perspective that focuses on project investments and benefits. The basic idea is that the company's business is conducted through projects.

Although researchers have endeavoured to identify the different types of PM research and classified it into different schools or categories, there is an overlap and an interaction between these schools (Bredillet 2008c; Söderlund 2011; Turner 2018). Instead of only focusing on the time, cost and quality of the project, project managers should utilise appropriate methods and practices from PM schools and apply them to the projects as all schools apply to each project to a different extent (Turner 2018). For example, Figure 2-1 indicates how the nine schools of Turner et al. (2010) are interacting with each other. Success or factor school can be seen to be at the centre of the network to indicate that the success of projects is the base for most of the other schools. The governance school defines the project objective and how to evaluate success where success provides the input for optimisation and decision-making basis (Bredillet 2008c).

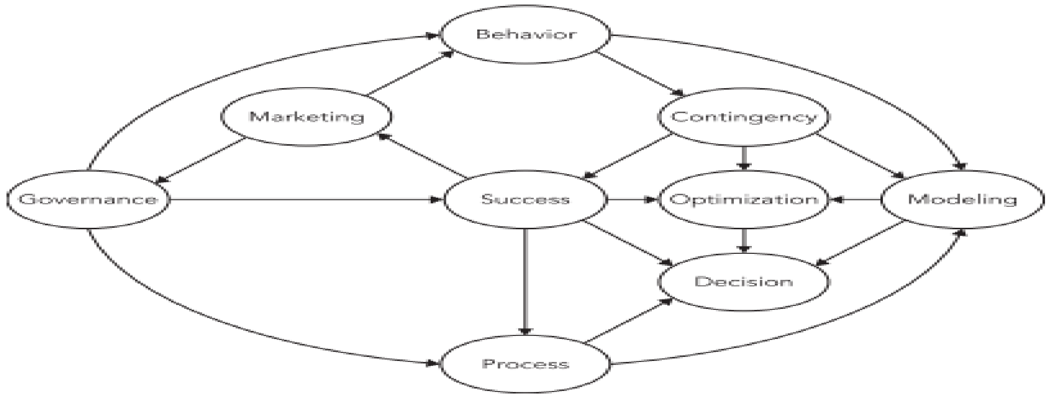

Figure 2-1 Interaction between PM schools of thoughts. Adapted from Bredillet (2008c)

2.3 Project success

Not a surprise that project success has been a central topic in PM literature and several attempts have been made to define what success is (Pinto and Slevin 1988; Atkinson 1999; Blindenbach-Driessen et al. 2010; Al-Tmeemy et al. 2011; Albert et al. 2017) without reaching a consensus on its definition (Ika 2009). Success itself is defined as

> *"the prosperous achievement of something attempted; the attainment of an object according to one's desire" and it is from the verb 'succedere' from Latin which means 'come close after" (Oxford English Dictionary 2019).*

However, project success does not have an agreed definition as stated in Davis (2014), where she examined twenty-nine related articles and came up with twenty-two different definitions for it. The vagueness around the concept of project success is due to several reasons, such as:

1. The modern PM was based on scheduling and cost engineering elements (Weaver 2007) which target short-term delivery of outputs.

2. No agreed definition for what projects is and its aims as highlighted in section 2.2.1.

3. Project success is a multi-dimensional concept that includes both short-term PM success and long-term project success (Shenhar et al. 1997), but the focus has been on the short-term outputs.

4. The concept of project success varies depending on the size and type of projects (Chan and Chan 2004).

5. Industries define and measure success differently at different stages (Baccarini 1999; Jugdev and Müller 2005).

6. Project success is "perceptual" (Bannerman 2008) and assessed differently by stakeholders (Cooke-Davies 2002; Turner et al. 2010; Di Maddaloni and Davis 2018) against different criteria and over different time scales (Turner et al. 2010; Elbaz and Spang 2018); to the extent that it even varies within the same stakeholder perception over time (McLeod et al. 2012).

7. The number of research on success or failure of projects suggests that this area of research is still expanding and requires an explanation for project performance (Padalkar and Gopinath 2016).

Despite the perceived high failures of projects (Davis 2014), PM is a growing subject as demonstrated by an expanding body of professional associations, research, standards, methodologies, and tools seeking to reduce projects' failures (Ika 2009; Albert et al. 2017; Vlahov et al. 2019). Projects are viewed as a means of generating values and achieving goals (Tillmann et al. 2012), and organisations are embarking on PM to achieve their strategic objectives (Bredillet 2015). Success or factor school of thought has been one of the most research topics within the PM literature (Turner and Zolin 2012; Elbaz and Spang 2018). However, the classification of a project to be successful or failure is subjective (Ika 2009; McLeod et al. 2012) to the extent that can be said that success is "in the eyes of the beholder" (Müller and Jugdev 2012, p.768). Project success definition has evolved over time (Badewi

2016) from focusing on technical aspects to more of stakeholders focus (Davis 2014) or from outputs to benefits.

With the absence of an agreed consensus on project success, the term has been going through attempts to define it as indicated in PM literature. Müller and Jugdev (2012) have reviewed project success literature and have identified four periods of research interests where projects success concepts have evolved:

1. First period (the 1960s-1980s): focused on the project implementation and handover period and defined success in terms of the iron triangle (Pinto and Slevin 1988).

2. Second period (the 1980s-1990s): the emphasis was on developing CSF lists using anecdotes and single case studies instead of a categorisation scheme or framework

3. Third period (the 1990s-2000s): significant contributions to the CSF school pertained to the emergence of integrated frameworks on project success. Belassi and Tukel (1996) presented a holistic framework that included within-firm and industry factors. The four categories were factors related to the project, factors associated with the project manager and team, factors related to the organisation, and factors related to the external environment.

4. Fourth period: "The 21st century" which is still evolving.

(Müller and Jugdev 2012, pp.762-763)

Perceptions of project success have progressed over time to embrace definitions that reflect success over the project lifecycle from the early research of limiting the success to the implementation phase of PM. The success of projects is considered as an ongoing value creation that lasts beyond the project output phase (Eskerod and Ang 2017). Moreover, there is an increasing consensus on the importance of involving multiple stakeholders for the evaluation of project success (Di Maddaloni and Davis 2018). However, in order to understand project success in further details, (Turner 2010; Müller et al. 2012) suggests that it needs to be defined in terms of project success criteria and project success factors. Project success criteria are measures used to evaluate the success or failure of a project; and the project success factors are elements of a project which, when influenced, increase the probability of success (Müller and Jugdev 2012). The factors are dependent variables, and the criteria are independent, and hence success is determined through different criteria and explained by different success factors (Söderlund 2002). However, although success criteria and factors definitions may seem clear and distinguishable, there is still ambiguity in the use of these terms.

2.3.1 Project success criteria

The primary criterion before a project starts is achieving a positive net present value, however, once it starts, the project team divert the focus to the time, cost and quality perspectives (Turner 2018). PM success has been widely evaluated using the iron triangle measurement based on the project design parameters of time, cost and scope particularly at the early development of the discipline (Dvir and Lechler 2004; Bannerman 2008; Zwikael and Smyrk 2011, p.43; Müller and Jugdev 2012). However, meeting the time, cost and scope constraints of project management does not always imply a successful project (Zwikael and Smyrk 2012). For example, London Heathrow Airport Terminal Five project met the design objectives in respect of time, cost and scope planned, however, due to commissioning issues relating to oversized baggage, there were significant public and customer dissatisfaction that led to the project being considered a failure (Brady and Davies 2010). On the contrary, the Sydney Opera House project was completed ten years late, almost fifteen times over budget and did not meet the scope specification, yet it is perceived to be successful, being considered as a UNESCO heritage site (Bannerman 2008; Zwikael and Smyrk 2012). The CHAOS report revealed that around 68% of projects fail or are being challenged in the 2009 results, representing the highest failure rate in over a decade (Standish group 2009, quoted in Davis 2014).

However, despite the increase in perceived project failures, there is an increase in initiating new projects, creating an "investment-in-failure" paradox (Zwikael and Smyrk 2012, p.S18). This indicates that the project measurement evaluation criteria used, i.e., the 'iron triangle' are not reflecting the accurate evaluation of projects (Morris 2013; Davis 2014) and projects are actually delivering benefits. It is argued that the iron triangle evaluates the short-term tactical results rather than the long-term benefits realisation to the broader stakeholder groups (Samset and Volden 2016) and the efficiency of the PM process rather than the effectiveness of carrying out the overall project (Morris 2013). Whenever a project goes through difficulties, it is advisable to optimise the outcomes and benefits rather than the outputs (Turner 2018). The limitation of the measurement criteria stems from the fact that there is no agreed definition for project success (Prabhakar 2008; Khan and Spang 2011; McLeod et al. 2012; Davis 2014).

Most of the literature on project success criteria focuses on the "iron triangle" elements of finishing within budget, on specifications and time which are the output of the projects as shown in Appendix 1: list of studies on success criteria. Researchers have highlighted the outcome measurement of projects such as end-user satisfaction, meeting client requirement, and improvement in organisational capability. Few of the studies have mentioned the benefits realisation as criteria for success such as yielded business and other benefits and project achieving high national profile. This has led to the development of success frameworks that can cater to multiple stakeholders with specific criteria.

2.3.1.1 Success frameworks

The gap between benefits realisation and the initial performance measurement that is output-based is recognised in the literature (Shenhar and Dvir 2007), and hence more comprehensive evaluation frameworks have been proposed (Davis 2014) such as Shenhar and Dvir (2007), Bannerman (2008), Zwikael and Smyrk (2012), Turner and Zolin (2012) and Elbaz and Spang (2018) as shown in Table 2-3. Literature indicates a shift in understanding and demonstrates that there is a difference between PM success and project success (Jugdev and Müller 2005; Vlahov et al. 2019). Morris and Geraldi (2011) conceptualise three levels of management of project where level one represents the "technical core" responsible for the technical operation of the project; level two as "strategic wrap" that outlines the technical core and level three as "institutional" where it concerns the context and the environment of the project (Morris 2013, p.117). Project success needs a broader definition than PM success (Jugdev and Müller 2005). Atkinson (1999) proposed to measure elements such as stakeholder's benefits to assess project success in addition to the 'iron triangle' assessment. Thus, other measures such as the satisfaction of additional stakeholders, i.e., project owners, sponsors investors, and users were introduced (Lechler and Dvir 2010). Hence, project success evaluation became thorough to include broader objectives and benefits to the wider stakeholder groups (Baccarini 1999; Jugdev and Müller 2005; Ika 2009). Assessing project success requires input from all stakeholders to judge the projects more effectively (Di Maddaloni and Davis 2018). Besides, project success should be evaluated as an ongoing long-term process rather than the traditional view of output measures of cost, time and quality (Eskerod and Ang 2017)

Table 2-3 Success evaluation frameworks

Framework	Process	Success Criteria						
Zwikael and Smyrk 2012	PM Success	Achievement of the project plan (time, cost, scope)						
	Project Owner Success	The realisation of the business case						
	Project Investment Success	The effective return on the investment in the project (in the form of desirable outcomes)						
Turner and Zollin 2012		Investor/ Owner	Sponsor	Consumer	Operator/ User	Project Team	Senior Supplier	Public
	Project Output (End of the project)	Time	Feature	Time	Features	Time	Completed work	Environmental impact
		Cost	Performance	Price of benefit	Performance	Cost	Time and cost	
		Feature	Time and cost	Features	Documentation	Performance	Performance	
		Performance			Training	Learning	Profit from work	
						Camaraderie	Safety record	
						Retention	Risk record	
						Well-being	Client appreciation	

	Project Outcome (Plus Months)	Performance	Performance	Benefit	Usability	Reputation	Performance	Environmental impact
		Profit	Benefits	Price of Product	Convenience	Relationships	Reputation	Social costs
		Reputation	Reputation	Features	Availability	Repeat business	Relationships	Social benefits
		Consumer Loyalty	Relationships	Development	Reliability		Repeat business	
			Investors Loyalty		Maintainability			
	Impact (Plus Years)	Whole life value	Future Projects	Competitive advantage	New technology	Job security	Future business	Whole life social-cost benefit ratio
		New technology	New Technology	Price of product	New capability	Future projects	New technology	
		New capability	New capability	Features	New competence	New technology	New competence	
		New competence	New class	Development	New class	New competence		
		New class						
Bannerman 2008-	Process Success	Discipline-specific, process (selection, alignment and integration)						
	PM Success	Time, cost and scope						

Five Levels of project success	Deliverable Success	Specification, requirement, quality, use, satisfaction, Impact
	Business Success	Goals, objectives, business plans, benefits realisation, unintended benefits, and impacts
	Strategic Success	Market, industry, competitive, investor, regulator Impact
Shenhar and Dvir 2007	Efficiency	Meeting schedule, cost, Yield, performance, functionality, other defined efficiencies
	Impact on team	Team satisfaction, Team morale, Skill, Team member growth, team member retention, no burnout
	Impact on Customer	Meeting requirement, specifications, benefits to the customer, the extent of use, customer satisfaction, customer loyalty, brand name recognition
	Business Success	Sales, profits, market share, ROI, ROE, Cash flow, service quality, Cycle time Organizational measures, regulatory approval
	Preparation for the future	New technology, new market, new product line, new core competency, new organisational capability
Elbaz and Spang 2018	Function success	Successfully fulfilling certain functionalities
	Management success	Composed of process management and PM success
	Investment and ownership success	Measured through the payback period for the stakeholders
	Organisation success	Measured through organisation effectiveness and efficiency
	Business success	Measured through enhancement of a certain type of business; the sense of achievement and pride
	Strategy success	Impacts on markets and competitors, business development and expansion

The success frameworks combine similar criteria, stakeholders or phase of project evaluation. For example, Shenhar and Dvir (2007) have identified five categories for project success that cater for different stakeholders similar to Bannerman (2008) framework that evaluates project success for different stakeholders but with different criteria. Another attempt was made by (Zwikael and Smyrk 2011, p.39; 2012) who proposed a framework to assess project performance consisting of four concepts: assessment process, targets, tests and triggers and they have classified the assessment targets into three categories: "the PM, the project ownership and the investment process". They argue that success measurement shall be made at each of the three levels (Zwikael and Smyrk 2012). Another model was proposed by Turner and Zolin (2012) where they developed evaluation criteria for different stakeholders and different times. Although these frameworks have expanded the success evaluation to include multiple stakeholders and timeframes, there is no agreement on which stakeholders to consider and what are their specific criteria. For instance, in Shenhar and Dvir (2007) framework, the users, consumers, and investor are grouped into one entity, called the customer (Turner and Zolin 2012) that are having specific evaluation criteria. Moreover, there is no consistency in these frameworks whether each stakeholder can evaluate at each stage or they can only evaluate at particular times and at what level a project can be considered as a success or failure. Table 2-3 shows a few of these frameworks.

The diversity of these frameworks demonstrates the broader perspective for project success and the fact that it is a still-developing area. Furthermore, it establishes the difficulty of having one framework fits all solution, but they all agreed on the significance of including multiple stakeholders in the evaluation process. Frameworks do not outline the guideline on how the different stakeholders' perception impacts project success (Davis 2014). The list of stakeholders considered for the evaluation of these frameworks indicates that they are based on private sector projects. There is also little consideration of the external environment and other stakeholders' perceptions, such as the general public or special interest groups, who could also influence the overall evaluation of projects (Davis 2016). Their role is even more important on government-led or funded projects where the objectives of these projects could include aspects of improving social and demographic values (Patanakul et al. 2016). Turner and Zolin (2012) introduced the public as stakeholders who can evaluate the success of projects. Still, their main criteria were limited to environmental impact and 'social cost-benefit ratio' which may not fully represent their interest in public sector projects. The frameworks lack clarity on their applicability for different context projects where the stakeholder's primary interests are in the long-term impacts of these projects.

2.3.2 Project success factors

The success frameworks discussed in the above section focus on the success criteria for different phases of project life, and there is research to understand the project success factors, which are elements of a project that increase the probability of success (Müller and Jugdev 2012). Success factors require stakeholders' commitment to enhancing a project's success; otherwise, if these factors are ignored, it could lead to the failure of a project (Kandelousi et al. 2011). Literature suggests that understanding the success criteria could lead to what the success factors are (Khan et al. 2013; Daniel and Turner 2016). Identifying how project success is evaluated can help in defining the factors that could lead to achieving success. This is true for some of the criteria and factors as there is a correlation between them.

A review of the PM literature shows that several researchers have proposed different lists and frameworks of success factors based on various aspects of projects (Pinto and Slevin 1987; Ika et al. 2010). Initial studies focused on determining the factors that influenced PM success or failure and evaluated success based on achieving the objectives of the iron triangle measurement of time, cost and scope (Pinto and Slevin 1988; Baker et al. 1997). Pinto and Slevin (1987) study of 418 PMI members associated with 400 projects is one of the most widely recognised work in the area (Jugdev and Müller 2005; Müller and Turner 2005). They have produced a list of ten success factors that are within a project manager's responsibility (Pinto and Slevin 1988); however, they did not consider the competency project manager to be a success factor (Turner 2018). Jugdev and Müller (2005) expanded the responsibility to include project owners and suggested four conditions for the success of projects which are: agreement on success criteria between stakeholders, a close working relationship between owner and project manager, empowering project manager, and the owner's interest in the performance of the project.

Besides, APM has developed a framework for success factors to be used for both academic and practitioners (BMG Research 2014). The framework that groups success factors in specific categories such as effective governance, capable sponsors, aligned supply chain, proven methods and tools, appropriate standards, commitment to a project's success, supportive organisations, engaged users or operators, competent project professionals, capable project teams, and secure funding (BMG Research 2014). Appendix 2: list of studies on success factors, shows a list of the studies on project success factors presenting various types of project environments and relevant factors for their success. Although success factors and criteria are defined in the literature, there is an occasional mix-up between them. Koops et al. (2016, p.875) assert that "success criteria need to be separated from success factors" which may not always be the case.

2.3.3 Confusion in the success terms

Although success criteria and factors are defined in the literature, Davis (2017) asserts that there is still confusion in the use of success criteria and success factor in academia where some literature use them as substitutes. Irvine and Hall (2015) also have indicated in their research that the terms of project success are

> *"sometimes deployed loosely occasionally giving the impression of misinterpretation and confusion."*

For example, Bernroider and Ivanov (2011) claim that the classic view of project management literature defines three major interdependent success factors which are the cost, time and quality known as the iron triangle. This indicates an evident confusion on the terms where there is a consensus in the literature that the iron triangle is used as a success measurement or criteria rather than a factor. Another example is the study of Basamh et al. (2013) where they have investigated the applicability of six success factors in government-linked companies; however, they discussed the results in the context of project criteria. Furthermore, the criteria and factors terms get further confused when using critical success factors for success factors which also hazes the distinction between success criteria and factors (Ika 2009). Allen et al. (2014) investigated the critical success factors and mentioned few that also included the scope, schedule and budget in an apparent misperception between the factors ad criteria. This confusion in the terms in academia could affect defining what success is for the projects and may even be further implications in practice.

The variety of the success criteria and factors on Appendix 1 & 2 demonstrates that it is not realistic to develop a comprehensive list of factors that are common to all projects similar to the case of success criteria (Wenjuan and Lei 2011). This is due to the difference that exists within projects, and their specific characters (Shenhar et al. 2001; Ika 2009) as success factors differ according to the type of projects (Pinto and Slevin 1987). Moreover, there are elements of differences related to culture, economic and political conditions that also impact the success factors between nations, or even developed vs developing countries (Thi and Swierczek 2010).

2.3.4 Project success dimensions

Project success does not only varies across time, and stakeholder, but it also varies across other dimensions such as sectors, industries, and geography (Khan et al. 2013). PM principles are relevant to several industries and contexts, and PM research appears in many journals (Padalkar and Gopinath 2016). Morris and Geraldi (2011) argued that it is imperative to focus on the context of the project rather than treating projects in isolation. Success can be interpreted differently across industries, whether it is carried out by the private or public sector and in a developed or a developing country. It is essential to have clarity over the success dimensions to identify the appropriate constructs of success factors and criteria.

While a number of success criteria and factors are standard across industries, there are distinctive criteria that are particular to projects in specific industries (Khan et al. 2013; Cserháti and Szabó 2014). Different sectors evaluate project success at varying stages of the project life cycle. For example, construction project life cycles end at the final stage of the delivery of the project and do not extend to the operation phase. In contrast, software development projects extend project lifecycles to include the operation phase (Jugdev and Müller 2005), which measures the delivery of outcomes. These, in turn, have an impact on the success criteria and factors such as the time element which is a significant part of designing relevant success factors and criteria to evaluate overall project success.

Projects in the private sector are usually implemented to achieve a company's profitability, either directly or indirectly, whereas in the public sector project objectives can have broader perspectives that consider the social, environment as well as financial elements (Khan et al. 2013; Samset and Volden 2016). Moreover, public projects are characterised by having several stakeholders with different expectations (Zwikael et al. 2014) which may even affect the progress of a project in different ways, politically, socially or financially (Patanakul et al. 2016). As far as running projects in the public sector, there are various challenges compared to projects in the private sector. For example, projects in the public sector usually suffer from incompetent project planners, the underestimation of costs and overestimation of benefits (Samset and Volden 2016). Public projects also tend to last longer with larger completion budgets (Patanakul et al. 2016). This difference between the sectors can lead to different constructs of success criteria and factors. For example, Toor and Ogunlana (2008) research found that stakeholder satisfaction, safety, avoiding conflicts and effective use of resources had more importance than the 'iron triangle' on performance evaluation in large public sector projects.

Moreover, success criteria and factors can be different in the context of developed vs developing countries (Khan et al. 2013). It cannot be assumed that frameworks developed to forecast project success in developed countries can be used in developing countries (Khan et al. 2013). For example, Fortune and White (2006) found that, in the UK IT projects, 'employee training' was considered a critical success factor; however, the same success factor did not have any effect on project success in Southeast Asian countries as proved in Khang and Moe (2008b) research. Therefore, it is challenging for practitioners in the developing countries to utilise knowledge from existing research as most of the frameworks developed for project success factors and criteria were mainly conducted in the developed countries context (Khan et al. 2013). It is vital to reduce the risk of project failure, especially in developing countries, as most of the socio-economic development depends on them (Masambaji and Ssegawa 2008).

The multiple stakeholder groups' evaluation of success has not been widely researched Turner (2010), and McLeod et al. (2012) argued that it was necessary to understand the diversity of project success among different stakeholders. Morris and Geraldi (2011) call for context focus on projects being more beneficial than generalising on projects. Moreover, Albert et al. (2017, p.797) asserted that project success depends on the perception of stakeholders and is also "highly topical".

2.3.5 Stakeholders in PM

Stakeholder roles in defining projects success have been growing significantly, as demonstrated in project success literature. The stakeholders' management concept originated from the theories of strategic management through Freeman's book in 1984, where he emphasised the stakeholder view of the organisation (Eskerod et al. 2015). Freeman (2010) defined the stakeholders as groups or individuals who can affect or are affected by the organisation. Stakeholder Management processes go through the process of identifying stakeholders, analysing their expectation and impact on the project, and developing strategies for engaging stakeholders in the project (Aragonés-Beltrán et al. 2017). The concept was adapted in different contexts and industries, including PM and tourism.

Stakeholder's management in PM is considered to be one of the success factors of projects (Littau et al. 2010). Cleland and Ireland (2006) defined project stakeholders as

> "persons or groups that have, or claim, ownership, rights or interests in a project and its activities: past, present or future".

Stakeholder theory considers a project as a network of complex interdependent and dynamic relationships with a wide range of stakeholders that can affect each other (Teo and Loosemore 2017). The significance of stakeholders in PM literature, as per Eskerod et al. (2015), stems from reasons such as their financial and non-financial role in projects, establishing success evaluation criteria, and the negative or positive impact on stakeholders. Managing stakeholders effectively and nurturing the relationships helps in achieving organisational objectives (Littau et al. 2015; Baumfield 2016) which are as important as the corporate wider responsibility to the society that (Teo and Loosemore 2017).

The concept of stakeholder's management has evolved from the management of stakeholders to management for stakeholders and stakeholder engagement. Management of stakeholder is talking to them and informing them which is mostly one-way communication. While management for stakeholders is creating continuous communication channels with them, explaining how the project can meet their expectations and at the same time, the how the project wins their support (Eskerod and Huemann 2016). Stakeholder engagement is similar to management for stakeholders (Turner 2018) where the project should engage with the stakeholders via marketing the idea to them, demonstrating that its benefits are valuable and getting their acceptance of project (Turner and Lecoeuvre 2017). The early steps of the stakeholder engagement process are to identify stakeholders and their interest and predict their potential responses (Turner 2014). It is similar to the market segmentation principle (Kotler et al. 2016) where communication should be tailored to the requirement of each stakeholder (Turner 2014). Turner (2018) argue that in most cases, engagement with or management for stakeholders is appropriate, but occasionally management 'of' stakeholders is better suited.

Scholars have come up with different classification typologies to understand how to manage stakeholders effectively, which is challenging given the dynamic nature of projects (Loosemore and Phua 2010). Gibson (2000) divided project stakeholders into two groups based on their connection to the project: internal and external stakeholders. Cleland and Ireland (2006, p.174) classified stakeholders, according to their role in the projects, into primary and secondary stakeholders. The primary stakeholders have a contractual relationship to the project such as owners, suppliers, investors, and local authorities. In contrast, the secondary stakeholders are not regularly engaged in the project and they may not be essential for project success such as media, community, special interest groups (Cleland and Ireland 2006). Recently, Littau et al. (2015) categorised stakeholders based on dimensions of power, interest and into six categories with different management strategies, as shown in Table 2-4.

Table 2-4 Littau et al. (2015) classification of project stakeholders

Stakeholder type	Management strategy
Acquaintances	Keep them informed with conduct only communication style
Sleeping Giants	Sleeping till other negative actors awake them for considering their claims. Managers should engage with them to get their support for the project.
Irritants	Interested in social and environmental issues. Need to get clear and transparent communication.
Friends	Project managers should use them as confidants.
Saboteurs	Power is obtained from other stakeholders like Media or Governments. The project manager can either provide feedback to their claims using clear and transparent communication or in some cases; managers should gain other players' support to reduce their power.
Saviours	These are vital players to the project manager, and it is important to keep on his/her side

2.3.5.1 Stakeholders mapping

PM literature identifies typical project stakeholders to include investors, suppliers, customers, users, authorities, neighbours, media, and so forth (Turner and Zolin 2012). Therefore, it is imperative to identify and manage all related stakeholders to ensure successful projects

(Cleland and Ireland 2006) and their interest, which also varies with time (Turner 2010; McLeod et al. 2012). The involvement and interest of stakeholders in a project varies with time as not all stakeholders need to be involved at all phases of the project (McLeod et al. 2012; Zwikael and Smyrk 2012; Elbaz and Spang 2018). The success evaluation frameworks recognised this element and identified appropriate sets of stakeholders to evaluate the performance at different times during a project's success evaluation, as shown in Figure 2-2. The figure indicates how different stakeholders assess the project at different phases of project success evaluation. Besides, Table 2-5 shows the stakeholders and their involvement time, along with the evaluation criteria based on Turner and Zolin (2012) work.

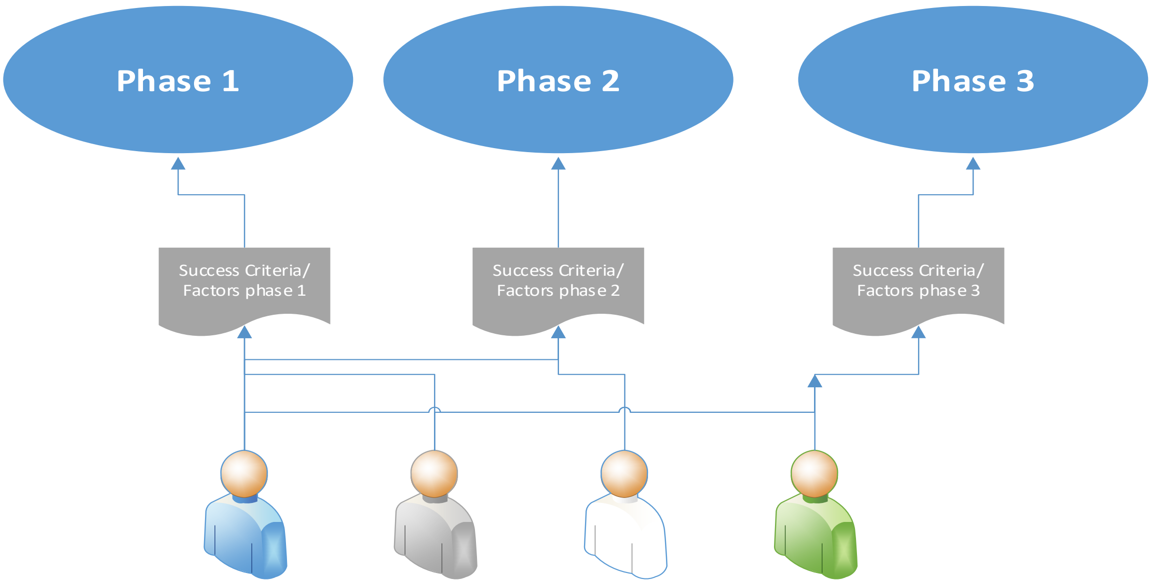

Figure 2-2 Stakeholders involvement in project success evaluation phases

Table 2-5 Stakeholders' evaluation criteria over time-based on Turner and Zolin (2012)

Stakeholder group/Timescale	Project Outputs	Project Outcomes	Project Benefits
Investor/Owner	Iron triangle	Performance, profit, reputation, consumer loyalty	Whole life value, new technology, new competence, a new class
Project executive or sponsor	Features, performance, time and cost	Performance, benefits, reputation, relationship, investor loyalty	Future projects, new technology, new capability, a new class
Consumers	Time, price of benefits, features	Benefit, price of product, features, development	Competitive advantage, price of product, features, developments
Operators/users	Features, performance, documentation, training	Usability, convenience, availability, reliability, maintainability	New technology, new capability, new competence, a new class
Project manager, team	Iron triage, learning, retention, well-being, camaraderie	Reputation, relationships, repeat business	Job security, future projects, new technology, new competence
Senior suppliers (design/management)	Completed work, time and cost, performance, profit from work, safety record, risk record, client appreciation	Performance, reputation, relationship, repeat business	Future business, new technology, new competence
Other suppliers (material, work, services)	Time, profit, client appreciation	Reputation, relationships, repeat business	Future business, new technology, new competence
Public	Environmental impact	Environmental impact, social costs	Whole life social cost-benefit ratio

Turner and Zolin (2012) model claimed that stakeholders could judge the performance at all stages of the project at the same time. However, their evaluation criteria differ depending on the phase of the project, i.e., completion, months or years after. Elbaz and Spang (2018) argue that each project phase includes different stakeholders, where success criteria and factors also vary. Also, the list of stakeholders in the frameworks in section 2.3.1.1 was partial and, although included the public as stakeholders, their evaluation criteria were limited. The frameworks are mainly applicable to private sector projects (Turner and Zolin 2012), and it is not clear how criteria change for projects in public or public-private partnerships.

Other criticism of the stakeholder theory is its lack of specificity in providing explicit instruction for the decision-making process (Key 1999). Besides, it is criticised for its ability to combine the conflicting stakeholder's interests and whether these interests can be negotiated (Blattberg 2004). The aspect of negotiation between stakeholders would be further elaborated in the next chapter on the social exchange theory, section 3.3.3. Also, stakeholder theory is criticised that it conflicts with how the market economy operates under (Mansell 2013). It is common for organisations to focus on maximising their profits rather than stakeholder's management which can scatter their focus. Besides, McKenna and Baume (2015) recognised the need for all stakeholder points to be considered and grouped into similar statements to give a reliable means of reflecting significant stakeholder differences. Touzi et al. (2016) argue that research on stakeholder management lacks specific frameworks that can help better management of stakeholders.

2.4 Summary

The modern project management discipline emerged in the 1950s driven by the need to optimise the project's time and cost. Evaluating of projects with these parameters have caused projects to be classified as a failure or have been challenged if they did not meet any of these criteria, and hence, both scholars and practitioners have raised concerns over these criteria. Thus, the project management had to expand the definition of the projects to include broader stakeholder groups and time frames to ensure that projects get evaluated against appropriate measurements. The success school of thought, a branch of PM, investigates both the success criteria and factors that help achieve success.

Further, the above literature review reveals project success does not have an agreed definition, and the list for the success criteria and factors varies across timeframe, stakeholder groups, sector, industries and whether developing or developed countries. The application of success criteria and factors is specific to the context of the project. Having clarity of concepts and identifying context-specific criteria and factors can help in developing the theory for project management, especially once understanding how criteria and factors vary across the different project dimensions. This research will explore how success criteria and factors differ in the context of tourism resorts projects in a developing country.

The next chapter will explore further the context of tourism resorts and Oman and identifying the research aim and objectives. The research focuses on project success in a different context, which is tourism resort projects for a developing country, Oman, to explore what are the success criteria and factors. Few studies link PM to tourism (Lebe and Vrecko 2014) and less research of PM within the developing countries (Khan et al. 2013; Kim and Kang 2018). The success of tourism resort projects is evaluated on the long-term rather than the short term as the impact of the development becomes evident. It is unrealistic to judge a long-term project, like a resort, as a failure if it were overspent or delivered late as it is not easy to predict the time and cost of completion at its start; instead, they should be judged whether they have provided benefits to the stakeholders (Turner 2018).

3 Chapter 3- Tourism and Resorts, social exchange theory and the case of Oman

3.1 Introduction

As demonstrated in the previous chapter, projects have existed for centuries and PM has been applied by different industries since its establishment as a discipline in the 1950s. Many industries in different organisations embark on PM principles to accomplish their strategies (Bredillet 2015; Vlahov et al. 2019). It is estimated that one-third of the global economy is project-based (Turner 2010). Moreover, tourism has been growing at a faster pace compared to other industries, such as financial services and healthcare (WTTC 2015). This growth in tourism-related businesses has led it to become the largest service industry in the world (Duncan et al. 2013).

However, although tourism is a significant project commissioner, there is a lack of research in PM and tourism. A search in major databases of terms "tourism project management" does not return any literature. However, when combining both "project management" and Tourism, the search returns a few articles. Two of the main articles that link project management as a discipline to tourism research will be discussed.

Lebe and Vrecko (2014, p.364) recognise the lack of research linking the two disciplines; they claim that:

> *"The search for documents on PM and hospitality in the CIRET (2014) database gave no results (CIRET offers info about more than 170,000 tourism/hospitality-related documents from all over the world)".*

They call for more research between the two fields and believe that tourism could benefit from using the PM principles (Lebe and Vrecko 2014).

The second article is of Peric et al. (2014); they have used the stakeholder management principle of PM into a cultural tourism project. They highlighted the importance of stakeholder involvement in the success of such tourism projects. This research uses the context of tourism resorts to examine the long-term success of projects which adds to the scarce material in this area.

This chapter establishes the context of this research which is the tourism sector and focusing on the resorts being one of the high-value infrastructure projects and has the potential to create long-term impact. The growth of the tourism industry necessitates the establishment of development projects to cater to the growing demand, which makes tourism as one of the most significant project commissioners (Lebe and Vrecko 2014). Tourism built resorts have been one of the favoured projects by investors and government alike. However, with the expansion of tourism comes with impacts, whether positive or negative, that shapes the perceptions of stakeholders on the success of the project. Discussion about theory in tourism resembles PM theory as there is no agreed theory instead utilising different theories from social science such as stakeholder and social exchange theories.

Furthermore, the chapter sheds light over the case of Oman. As most of the studies on project success and tourism impacts are carried from developed countries perspectives (Khan et al. 2013); this research will be conducted in a developing country. Oman has relatively a late entry into the tourism market (Winkler 2007), and tourism is gaining momentum after the approval of the 2040 Oman Tourism Policy. The country has been depending on oil as the primary source of income and now aiming to diversify through the establishment of several tourism-related projects. As with certain initiatives, Oman takes its pace to modernisation to ensure that minimum impacts are on the social, cultural and environmental aspects which the government along with the people of Oman highly value (OTS 2016). The social and political structure of Oman, being a monarchy government, poses different stakeholders rights and powers. The chapter concludes with the summary of the content, process, and context of the research and how they are combined, highlighting the research aim and objectives.

3.2 Tourism and its impact

Literature reveals that several definitions for tourism have been proposed that vary according to their technical aspects and whether they are used for statistical purposes or conceptual elements to convey the function of tourism (Sharpley and Telfer 2015, p.6). For the purpose of this research, the UK Tourism Society definition is going to be used as it encompasses both aspects

> *'tourism is the temporary short-term movement of people to destinations outside the places where they normally live and work, and their activities*

during their stay at these places; it includes movement for all purposes, as well as day visits or excursions" (Sharpley and Telfer 2015, p.6).

Tourism is of significant economic and social prominence (Wall and Mathieson 2006, p.1). With the tempting potential impact of tourism on long-run economic improvement; governments are investing in the development of their destination to attract tourists (Alhowaish 2016). Governments have developed policies to enhance the sector, enabling international companies to invest (Uysal et al. 2012) and develop new tourist attractions (Gil-Lafuente and Barcellos Paula 2013). However, despite the positive perceptions of the impacts of tourism, there are also concerns that tourism can have negative impacts on the quality of life of the local community (Andereck et al. 2005; Nunkoo 2017). There is substantial literature about the different effects of tourism on the economy, the environment, the society, and the culture, with researchers reporting both positive and negative impacts in each category (Wall and Mathieson 2006; Kim et al. 2013; Zhu et al. 2017; Liu and Li 2018). It is argued though that the tourism impact get exaggerated for different reasons (Pratt and Tolkach 2018), so it is challenging to have a realistic understanding of the impacts. This may be due to the different variables that influence the interpretations of the tourism impact such as demography such as education level and gender, distance from the tourism development and stage of tourism development (Liu and Li 2018). Table 3-1 provides an overview of the perceived positive and negative impact of tourism on the local communities.

Table 3-1 Impact of tourism on the local communities

Perspective	Impact			
	Positive	**References**	**Negative**	**References**
Economic	Increases investment, Stimulates manufacturing and agriculture production	(Liu et al. 1987; Shaw and Williams 1994)	The price of goods, fuel and services and land increases	(Frent 2016; Ordóñez-de-Haro et al. 2019)
	Increases business activity, foreign exchange earnings,	(Proença and Soukiazis 2008)	Developing countries become dependent on developed economies, over-dependence on tourism to diversify income	(Chase et al. 2012; Sharpley and Telfer 2015)
Social	Tourism brings more opportunities to upgrade facilities such as outdoor recreation facilities, parks, and roads, thus reducing crowdedness in theatres, movies, concerts, and athletic events.	(Perdue and Gustke 1991; Liu and Li 2018)	Tourism contributes to social ills such as begging, gambling, drug trafficking, and prostitution, as well as uprooting traditional society, and causing deterioration of the traditional culture	(Var and Kim 1989; Ahmed and Krohn 1992; Frent 2016)
Cultural	Revitalising cultures when dying customs are rejuvenated for tourists; Knowledge about guests culture	(Wang et al. 2006) (Liu and Li 2018)	Disruption of traditional cultural structures and behavioural patterns, Local culture may disappear, diminishing the small-town charm	(Chase et al. 2012; Frent 2016)
Environmental	Tourism helps create a greater awareness of the need to preserve the environment by capturing its natural beauty for tourist purposes and increasing investments in the environmental infrastructure of the local country	(Var and Kim 1989)	Causes an increase in waste disposal, sewage runoff, damaging impact on coral reefs, and coastal environments	(Ahmed and Krohn 1992; Akadiri et al. 2019)

Perspective	Impact			
	Clean industry, with fewer pollution problems compared to other types of industries (e.g., manufacturing). This "clean" industry helps improve the physical appearance of the community and its surroundings	(Perdue et al. 1987)	Environmental degradation Increase in CO2 emissions	(Chase et al. 2012) (Katircioglu 2014)

3.2.1 Tourism resorts

Resort tourism has become a significant form of tourism in numerous countries (Agrawal 2002). It has been favoured as a way to generate cash flows and sustain the economy in the long-run (Nunkoo and Ramkissoon 2010). Governments view such developments as an approach to improve the well-being of its local communities through job creation, and increasing income (Anthony 1997) and investors see resorts as a way to maximise their profits (Stanton and Aislabie 1992). Resorts are not only accommodation hotels; instead, they are full attractions (Inbakaran et al. 2012). Brey (2011, p.285) has developed a definition with the minimum qualification for a resort and proposed a classification system for them. His definition is:

> *"resorts are full-service lodging facilities that provide access to or offer a range of amenities and recreation facilities to emphasise a leisure experience. Resorts serve as a primary provider for the guests' experience, often provide services for business or meetings and are located in vacation-oriented settings".*

Other authors also include that resorts shall have a

> *"glimpse of destination nature and culture offered in a safe and secure environment" (Inbakaran et al. 2012).*

Brey (2011) definition of 'resort' will be used in this research as it recognises the industry standards and it caters for descriptions of resorts mentioned earlier by Inbakaran et al. (2012) and Naidoo and Pearce (2018). It is essential to highlight that resorts that are investigated in this research are built-in resorts compared to resort areas that have natural attractions only. Besides, the research is taking a holistic view of resorts as projects rather than from an operational perspective to understand the long-term impacts of these developments.

Although resorts can exist independently, they usually start as existing communities living in a naturally attractive location, i.e., a beach, a mountain, and may have interesting social and historical features (Butler 2014). Initially, a small number of tourists would be visiting these locations and therefore have a minimal impact on the local communities. However, as the vicinity becomes popular and the number of tourists increases, then a requirement to develop facilities will emerge (Butler 2014). Some tourism researchers have used stage-based models to explain the relationship between the development of destinations and the resident's reaction to tourism (Doxey 1975; Butler 1980; Doğan 1989; Ap and Crompton 1993; Kusumah and Nurazizah 2016). The stage models explain the host-guest interaction of tourism development over a timeframe. Table 3-2 shows how different researchers identified the host-guest stages. One of the common theme from the different stages is the affinity for the relations between hosts and guests to worsen with time, experience and participation in tourism (Hunt and Stronza 2014; Liu and Li 2018).

Table 3-2 Stage-based host-guest models

Tourism Stages Models					
Time/participation in tourism	Doxey (1975)	Doğan (1989)	Ap and Crompton (1993)	Butler (1980); Butler (2014)	Kusumah, and Nurazizah (2016)
Less	Euphoria	Adoption	Embracement	Exploration	Exploration
	Apathy	Revitalisation	Tolerance	Involvement	Involvement
	Irritation	Boundary Maintenance	Adjustment	Development	Development
	Antagonism	Retreatism	Withdrawal	Consolidation	Maturity
More		Resistance		Stagnation (Rejuvenate/decline)	Rejuvenation

3.2.1.1 *Resort lifecycle models*

Doxey (1975) model suggests that over time, the relationship between locals and guests changes from euphoria (welcoming visitors) to apathy (tourists are taken for granted with contact between tourists and resident as formal) to irritation (residents are showing unease with tourists) and eventually antagonism (visitors viewed as problems and are not welcomes). Doğan (1989) stage-model focused on how local communities adapt to tourism developments. Initially, the residents indicate a desire to adjust to tourism influx, hoping to use tourism as a vehicle for improvements. The residents try to revitalise their culture to make it focus on tourism, which helps to revive it. Then a time comes when residents try to maintain boundary with tourists to balance both interests during the interaction. Retreatism and resistance appear when the limit of the local has set for the visitors are exceeded and hence the development of hostile attitude toward tourists. Ap and Crompton (1993) proposed another model for the local communities' response to tourism development. The four-stage model composed of embracement (welcoming of tourism), tolerance (tolerating negative impacts with the expectation of high tourism contribution to the community's economic growth), adjustment (residents scheduling of their presence to escape tourists) and withdrawal (temporary exclusion of oneself from the community).

One of the most widely used and accepted stage models, though, is Butler (1980) resort or Tourism Area Life Cycle Model (TALC) (Buhalis 2000; Weaver and Oppermann 2000, p.217; Hunt and Stronza 2014). The original Butler resort lifecycle had five stages: Exploration, Involvement, Development, Consolidation and Stagnation and then he added two more options for resorts: either Decline or Rejuvenation (Butler 2014) as shown in Figure 3-1. It is not until the development stage that resort projects start and are developed, and campaigns are carried out to attract more tourists (Butler 2014). The consolidation stage sees a higher volume of tourists, but growth is at a declining rate, and the stagnation stage is where the highest number of tourists is achieved (Butler 2014). At the stagnation stage, evidence of problems related to environment and culture. Others could become apparent and, at this stage, the resort can move towards either the decline or rejuvenation stages (Butler 2014).

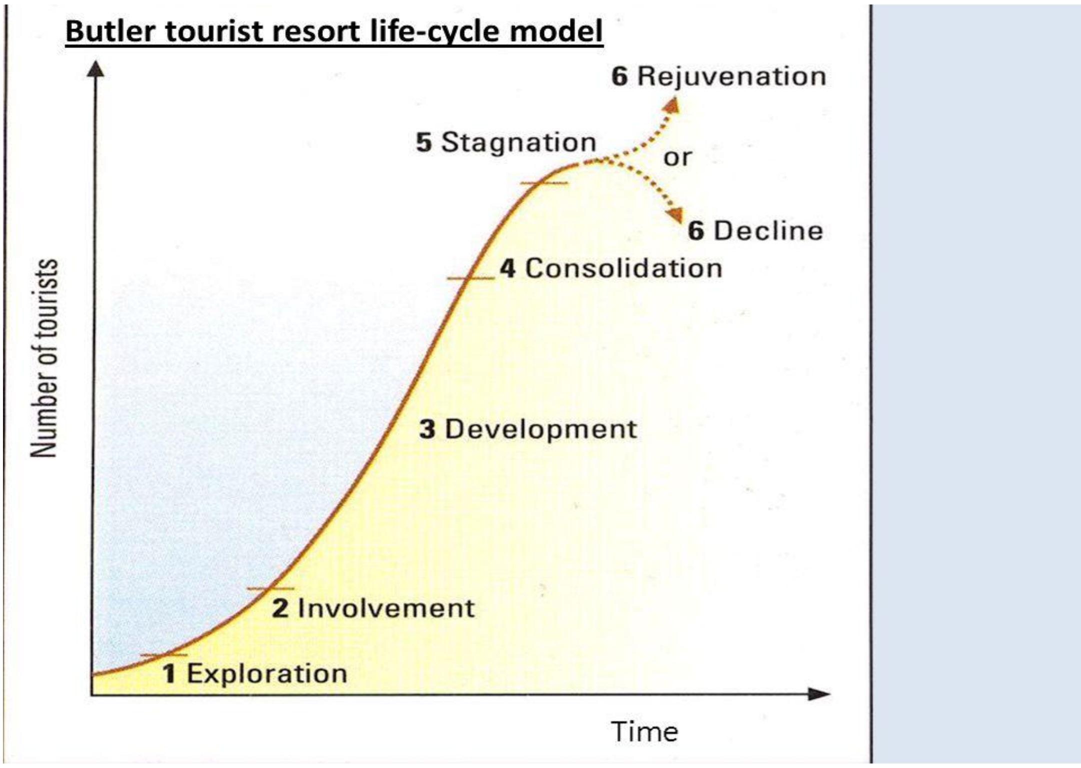

Figure 3-1 Butler (2014) Resort life cycle model

The host-guest stage models have been studied by researchers such as (Hovinen 1981; Haywood 1986, 1992; Agarwal 1994; Lundtorp and Wanhill 2001; Agarwal 2002; Hovinen 2002; Berry 2006) to investigate their applicability to destinations or resorts. Lagiewski (2006) had reviewed the literature over a period of twenty years for researchers who have "challenged, supported and expanded Butler's model" and found several views ranging from compliance to the model to failure, due to several reasons. While the model behaves well for old resorts, it cannot predict fully the new resorts that are exposed to frequent change, significant competition, and multiple lifecycles for different activities (Cole 2009). Besides, most of the research conducted on the applicability of the TALC model was in developed countries with few in developing countries (Hunt and Stronza 2014). Moreover, when the TALC model is applied in the concept of developing countries, it was suggested that this model could bypass the initial two stages and start at the development stage (Butler 2006). Another criticism of TALC and the other models is that they assume communities go through the same lifecycle whereas communities are heterogeneous with multiple perceptions and interest of residents toward the development and hence it is not practical to consider as homogenous (Liu and Li 2018).

3.2.1.2 Resort success

The timeframe of evaluating resort project success is crucial. The traditional evaluation of a project happens at the product delivery phase (Jugdev and Müller 2005), i.e., at the handover of a project after construction works are completed. For resort projects, the impact and the long-term side effects, though difficult to assess (Andriotis 2008), becomes more evident and are expected to peak at stagnation stage (Lundtorp and Wanhill 2001; Butler 2014). Hence the evaluation of the success perception of stakeholders is more appropriate as time goes by, and impacts are apparent. By then, most of the stakeholders will have identified what impacts this development has made on their specific area of interest and can evaluate whether this project development is successful or not. The evaluation results could have an effect on the options of the future of the resort, either rejuvenate or decline and end; moreover, it can have an influence on the newly-planned resorts to avoid any problems the previous one may have caused. The time frame to reach the stagnation phase of a resort life-cycle could vary, from twenty years in cases or even less to two-hundred years in others, depending on factors ranging from management of the resorts to the external factors and competition (Voase 1995, p.125).

Research on the success factors of resorts has discussed elements on the impact of the resort carrying capacity (the maximum limit the resort can handle before it jeopardise its capabilities) on the long-term success of the resort (Butler 2014). Additional research on tourism regarding the success factor investigated the success factors for destinations (Haven-Tang et al. 2007; Baker and Cameron 2008) or the hotels (Hung and Lin 2012; Gil-Lafuente et al. 2014). Some studies on destination success factors have focused on what makes the destinations successful and highlighted factors such as cognitive factors of community receptivity, culture and natural resources attractiveness, and operational factors of access routes to the destination and its security (Ortigueira and Gómez-Selemeneva 2012). The hotel's studies highlighted several success factors that generally focused on parameters related to hotel management performance, customer management, consumer behaviour, and employees' management and attitude, proper hotel equipment and location, cost control and correct market positioning (Gil-Lafuente et al. 2014).

Although these factors are essential, they mainly consider the success factors from a limited viewpoint. They lack consideration of other stakeholders such as the residents and special interest groups. It is not clear how can these factors are applicable in a resort set-up rather than hotels and across different countries. Furthermore, it is not clear how the success of these resorts is measured, i.e., what are success criteria. Do criteria solely depend on specific stakeholder's interests or they expand to consider range interests of impacted stakeholders as well? One of the objectives of this research is to formulate the constructs of resorts projects success criteria and factors based on multiple stakeholders' perceptions.

3.3 Theories

As discussed in section 2.2.2, PM has been criticised for lacking an underpinning theory which is considered an essential element of the discipline. It is instead using theories from other disciplines. The case is no different in tourism research as there are no specific tourism theories, but instead using theories from other social science disciplines. Stakeholder's theory and Social Exchange Theory (SET) are two of theories used in tourism research.

3.3.1 Tourism theory

The discussion on theory within tourism research resembles the PM theory discussion where both disciplines lack specific theories underpinnings and instead is borrowing existing theories to explain the different phenomenon. The tourism research started as multidisciplinary research based on the work of anthologists, economists, geographers, sociologists, and social psychologists, who set the foundations for the development of tourism enquiry in the 1960s and 1970s (Nash and Jafar 2007). Tourism studies are generally influenced by social theory and the broader social science theories (Stergiou and Airey 2018).

Although interdisciplinary research can be useful, tourism research has been criticised for lacking an agreed definition for what tourism is, and its specific tourism theory (Taillon and Jamal 2009). Others argue that tourism has many theories rather than only one particular, which is considered to be positive for the field (McKercher and Prideaux 2014, p.24). There is a scholarly debate on the use and the need for having a single theory within tourism. On the one hand, Taillon and Jamal (2009) argue that having a designated theory is essential for the field to be recognised in academia. On the other hand, other tourism researchers suggest that it is equally essential to borrow theories from different domains as it helps in explaining existing tourism phenomena as well as guiding through the basics of self-theory construction within tourism (Stergiou and Airey 2018). Two of the most widely used theories in tourism as well as have been used in PM are social exchange theory (SET) and stakeholder theory.

3.3.2 Stakeholders theory in Tourism

Similar to PM, stakeholder management in tourism is vital to attaining business success (Yilmaz and Gunel 2008; Bowen et al. 2017) especially as development in tourism can impact different aspects of a community (Byrd 2007). Tourism is a complex sector consisting of multiple networks of stakeholder groups and individuals with diverse interests (Peric et al. 2014; Bowen et al. 2017). Therefore, the views of stakeholders must be understood and incorporated in the development process for successful tourism development (Yilmaz and Gunel 2008; Byrd et al. 2009; Yasarata et al. 2010). Not surprising to see that governments, organisations as well as academic scholars who are involved in tourism development emphasise the need for stakeholders to be highly incorporated in the tourism development process (Byrd 2007). Appropriate stakeholders' involvement in this process can achieve positive outcomes, such as:

1. knowledgeable stakeholders about the ongoing issues
2. Incorporating public opinions and values in the decision process which improves the quality of these decisions
3. Encouraging the generation of new ideas
4. Increasing trust between stakeholders and minimising conflict and lawsuits
5. A cost-efficient process and promotion of shared resources

(Byrd and Gustke 2011)

The list indicates that the engagement of stakeholders is not only important but can pay off by avoiding going into conflict and lawsuits with stakeholders. The full range of stakeholders in tourism comprises of those who benefit from positive outcomes of tourism developments and those who are impacted negatively from these developments (Chase et al. 2012, p.476). Tourism stakeholders can be grouped into different types and by typologies (Byrd and Gustke 2011; Waligo et al. 2013). Getz and Timur (2012) consolidated stakeholders in three main clusters: the tourism industry, local authorities/community, and non-government organisation groups representing different issues such as sociocultural and environmental resources of the destination. Waligo et al. (2013), on the other hand, suggested that stakeholders can be grouped into six broad categories: government, industry, local community, special interest groups, educational institutions, and tourists. However, Bowen et al. (2017) grouped the tourism stakeholders into four main categories based on their power and role in evaluating tourism development success in the destination where they have excluded the tourists and included the educational institutions to be part of the community; the groups are:

1. The government, including its different executive arms, is considered to be the most potent stakeholder group in tourism planning and development. The government has to develop and influence the utilisation of tourism plans to ensure attaining the planned objectives, as well as protecting social, cultural, and environmental resources (Scheyvens 2011).

2. Tourism entrepreneurs and investors are identified to be an important stakeholder group. The importance of private investors stems from their role as tourism projects' owners and financial resources (Waligo et al. 2013). Private sector investors are principally profit-driven as the private sector seeks to maximise financial returns (O'Brien 2012; Patanakul et al. 2016).

3. The local community is an important stakeholder group. Jenkins (2015) highlighted that the engagement of tourism development needs to be at the local level. As any tourism development depends, to a large extent, on the support of the local community, planners and decision-makers need to engage with the community and gain their support to enhance the success of development (Nunkoo and Ramkissoon 2009).

4. NGOs are becoming essential stakeholders in the tourism sector (Getz and Timur 2012) with their role in formulating and implementing policies became more critical in recent years (Kennedy and Dornan 2009). They can exert pressure on governments and industries on different issues such as environmental protection, education, and social aspects of tourism development.

(Bowen et al. 2017)

Although stakeholders can be grouped into clusters, they are not independent groups; instead, they are affected by each other's perception (Hardy and Beeton 2001) (plus they do not have equal power (Peric et al. 2014; Bowen et al. 2017). While governments, one of the primary stakeholders, play a central role in tourism planning and development and are in control of the tourism sector as they regulate it (Getz and Timur 2012), other stakeholders such as investors, non-government organisations (NGOs), can apply pressure on governments (Bramwell and Meyer 2007; O'Brien 2012). Residents are also very crucial in such development as they are directly affected by the negative impacts of tourism (Nunkoo et al. 2013). Each stakeholder group may have different interests; however, cooperation between them is crucial for the balance of supply and demand, management of the impacts, and resource allocation (Bregoli 2013). Stakeholder's receptiveness to tourism, in general, is dependent on how much their needs and desires are considered in the planning of the developments (Davis et al. 1988). Based on understanding each stakeholder's views, even if a stakeholder group does not participate, willingly or unwillingly, their interests and concerns should be included in the process (Byrd and Gustke 2011).

The multiple stakeholders' involvement in tourism development is not widely understood and researched, despite its professed significance (Waligo et al. 2013; Peric et al. 2014). There has been a growing demand to investigate the role of different stakeholders in the tourism development process to have a clearer understanding of their perceptions. Most of the studies in this area have focused on a single stakeholder group (Byrd et al. 2009). Few studies have compared multi-stakeholder perceptions of the impacts of tourism, for example, Byrd et al. (2009) and Banki and Ismail (2014). Literature indicates that limited research has been conducted which investigates multiple stakeholders' views on tourism, so scholars have called for more research to be carried out in this area (Byrd et al. 2009; Kuvan and Akan 2012).

3.3.3 Social Exchange Theory

As discussed in section 2.3.5, one of the criticisms of stakeholder theory is that it does not explain how different interactions take place between the stakeholders where Social Exchange Theory (SET) can play a significant role. SET has been prominent in sociology and social psychology literature and is known to be one of the oldest theories of social behaviour (Homans 1958) as well as it is considered to be the most influential conceptual paradigms in organisational behaviour (Cropanzano and Mitchell 2005). Although different views of social exchange have developed, scholars agree that SET involves multiple interactions and obligations (Emerson 1976). The need for the exchange is created by the lack of resources, motivating actors to engage in obtaining valued inputs (Gottschalk and Solli-Sæther 2005).

Within SET, these interactions are viewed as interdependent and subject on the actions of another actor (Blau 1964). SET is concerned with

> *"understanding the exchange of resources between individuals and groups in the interaction of situation where actors supply one another with valued resources" (Ap 1992, p.668).*

The theory assumes that people select exchanges after assessing the benefits and costs (Ap 1992; Liu and Li 2018). Therefore, a person evaluating the exchange as beneficial perceives the same impact differently than someone who values the exchange as otherwise (Ap 1992; Andriotis and Vaughan 2003; Liu and Li 2018) and is more willing to engage in the negotiations and support for the developments. Actors' exchanges involve materialistic resources or for something beyond plain material properties; i.e., resources that have economic or symbolic values (Cropanzano and Mitchell 2005).

Resource theory identified six types of resources that can be exchanged: love, status, information, money, goods, and services (Foa and Foa 1974; Foa and Foa 1980). These resources can be combined in different forms, such as economic and socioemotional (Cropanzano and Mitchell 2005) or tangible and intangible (Scholtz and Slabbert 2016). The economic or tangible exchanges tend to involve financial needs or pose physical property whereas the socioemotional or intangible address the social and esteem needs and does not have a physical presence (Cropanzano and Mitchell 2005; Scholtz and Slabbert 2016). The resources get exchanged in a series of interactions through social exchange norms that form the basis of the exchanges (Wang et al. 2019). The interactions between the exchange actors could evolve over time to a trusting and loyal commitment (Cropanzano and Mitchell 2005).

The norms or guidelines of the social exchange form a

> *"normative definition of the situation that forms among or is adopted by the participants in an exchange relation" (Emerson 1976, p.351).*

The main exchange norms highlighted in literature are the reciprocity and negotiation rules (Cropanzano and Mitchell 2005; Wang et al. 2019). Reciprocity is defined as interdependent exchanges (outcomes are based on a combination of actors' efforts), a folk belief (involves the cultural element that people get what they deserve (Gouldner 1960), and a moral norm (actors who do not comply with the guidelines are punished (Malinowski 1932; Mauss 1967).

Negotiation rules can be understood in that transaction parties negotiate to achieve beneficial arrangements (Cropanzano and Mitchell 2005).

Reciprocity norms signify quid pro quo tendencies, either positive or negative, where a negative reciprocity exchange involves the inclination to return adverse treatment for negative and vice versa (Cropanzano and Mitchell 2005). Reciprocity is a fundamental social exchange norm utilising trust mechanism between exchange parties. It is based on three aspects: (1) all exchanges reach a fair balance over time; (2) unhelpful parties will be penalised, and (3) helpful parties will receive support in the future (Cropanzano and Mitchell 2005; Wang et al. 2019). Besides, reciprocity is characterised by long-term transactions, and that continuous transactions require to have a balance of power between exchange parties (Emerson 1976). Negotiation, on the other hand, is an essential aspect of social exchange. Exchange parties negotiate the details of the agreement to achieve the desired objectives (Cook and Emerson 1978), and negotiations are considered to be part of transactions (Wang et al. 2018). Negotiations come with a cost that is set to- minimise opportunism and ensure fairness (Dolaček-Alduk et al. 2009) in the form of a contract. Control and trust mechanism are used to resolve inter-organisational conflicts and reduce opportunistic behaviours (Wang et al. 2018). Trust, however, has more significance in resolving uncertainty in relationships as there are limits to what can be controlled through contracts (Herko and Hanna 2017).

3.3.4 Trust between stakeholders

Trust between stakeholders is an essential element of project success. Trust is covered in a wide range of disciplines such as psychology, sociology, economics, organisational science (Guo et al. 2013). Its definition varies across these disciplines, where researchers in each subject attach importance to different aspects of trust (Chen et al. 2017). Despite a plethora of research highlighting the importance of trust, the exact meaning of trust construct remains vague, which is demonstrated by the different definitions (Viviers and Theron 2019). de Oliveira and Rabechini Jr (2019) preferred to define trust in terms of a cause and effect relationship where it is viewed as a positive response to an action performed by another actor. This signifies that trust has a futuristic feature that an actor would act in an expected and satisfying way. For this paper, trust is defined as a positive expectation and a willingness to act upon the words and intentions of an exchange partner (McAllister 1995). This definition signifies the importance of ‘words’ and ‘intentions’ which play an essential role in Omani culture. The literature identified several benefits to trust, such as:

1. Reduce transaction cost (Williamson 1993; Handy 1995; Cummings and Bromiley 1996)
2. Minimise monitoring and controlling efforts and an organisation’s operating costs (Creed et al. 1996; Cummings and Bromiley 1996)
3. lubricant to reduce friction, reduce the overall cost of construction (Zaghloul and Hartman 2003).
4. Boosts collaboration efficiency (Gulati 1995; Mayer et al. 1995; McAllister 1995)
5. Reduce conformation among project participants and form good relationships; cultivate better contract negotiation (Zaghloul and Hartman 2003)
6. Improve working efficiency for the project (Gulati 1995; Rousseau et al. 1998; Kadefors 2004; McDermott et al. 2004; Terje Karlsen et al. 2008)
7. Ideal lubricant for smooth and effective coordination allows cooperative behaviour, promotes adaptive forms of organisation, reduces harmful conflicts and transaction costs, and delivers more effective responses to the crisis (Rose and Schlichter 2013).
8. trust is essential for problem-solving (Terje Karlsen et al. 2008)
9. The correlation is strong between project success and stakeholder trust (Pinto et al. 2009; Jiang et al. 2016)

There are two aspects to the concept of trust: expectancy and behaviour (Singh and Sirdeshmukh 2000). This has led to dividing trust mainly into two dimensions, the calculative (or cognitive) dimension and an affective (or emotional) dimension (Wilson et al. 2006). The trust dimensions have been further classified into specific factors. For example, Mayer et al. (1995) specified ability; benevolence, and integrity that are essential factors of trust. Hartman (2003) agreed the integrity is necessary along with competency and intuition. The integrity trust refers to the authenticity of the relationship between actors; competence is based on the knowledge and skills of the actors whereas the intuition trust is based on the cognitive perception of the actors (de Oliveira and Rabechini Jr 2019). Pinto et al. (2009) argue that Hartman (2003) classification of trust was purposely developed to meet trust within project settings. The Hartman classification caters for the uniqueness of projects as opposed to Mayer et al. (1995) where benevolence assumes that parts are known long before the initiation of the projects (de Oliveira and Rabechini Jr 2019).

Trust between different stakeholders could develop based on the Hartman (2003) classification into a political or institutional trust. Political or institutional trust is based on the belief that the government will produce desired outcomes for the residents even with less scrutiny (Miller and Listhaug 1990) or the "confidence that political institutions will not misuse power (Lühiste 2006, p.478). For the government and residents relationship, trust works as a facilitator and is considered necessary for the sustainability of projects (Nunkoo et al. 2012; Nunkoo 2015). The resident's support of government policy decisions is a function of whether the government decisions meet their expectations (Ma and Yang 2014; Nunkoo and Gursoy 2017). Government economic and political results are an essential element of enhancing political (Mishler and Rose 2005; Wong et al. 2011; Nunkoo et al. 2013). Resident trust in the government could be a predictor for their overall satisfaction of any development (Nunkoo and Ramkissoon 2011).

Democratic governments; however, may not always work in the best interest of its people in not promoting democratic process and ensuring fair outcomes (Pastras and Bramwell 2013) which affect the political trust (Nunkoo and Gursoy 2017). Distrust could develop if residents feel that government institutions are not responsive or representative to their requirements (Torcal 2014). This may be different in authoritarian settings where the level of respect to the government is a cultural characteristic of the society (Nunkoo and Gursoy 2017). It is common to find characteristics such as deference to authority, blind obedience, and overreliance on authorities in authoritarian government (Ma and Yang 2014). These features can be linked to how the society values develop through social learning, schools and social and political relations (Charney 2008; Solt 2012). These values can influence political trust and loyalty in the authoritarian type government (Ma and Yang 2014). Government occupies a significant representational status in an authoritarian society, and political trust is developed through people's emotional dependence on such authorities (Ma 2007). Research evidence suggests that political trust is higher than world averages in an authoritarian society like China (Yang and

Tang 2010). This can also apply to other Asian cultures with similar settings (Ma and Yang 2014).

3.3.5 Relationship between stakeholder theory and social exchange theory

As discussed above in sections (2.3.5 and 3.3.2) and SET in section (3.3.3), the two theories have been well established in social science studies; however, they were mainly used separately in research. To my knowledge, no research has utilised the two theories together. Researchers in both disciplines of tourism and PM have used either of the theories in their research and rarely have used them together. This research is going to combine the two theories to understand how the success of a tourism project can be achieved. Stakeholder theory will be used to identify the relevant stakeholders for the tourism resorts projects in Oman, and SET will be used to understand how exchanges between stakeholders take place to reach satisfactory results.

3.4 Case study: Oman

This section provides background information about the research case study of Oman. Case study research is defined as a profound enquiry in a real-life setting of a phenomenon and mostly used when the boundaries between the phenomenon investigated, and the context is not always distinct hence uncontrolled setting (Yin 2014, p.16). Case studies can be used to examine a variety of setting in the form of individuals, groups, organisations, events a country as well as other types (Saunders et al. 2016, p.184). It offers detailed data about participants' perceptions, attitudes, and behaviour (Foddy 1994). The case study research was deemed appropriate when investigating a complex social phenomenon like tourism project's success because it allows researchers to have holistic and meaningful attributes of real-life events. This research utilises a single holistic case study within the boundary of Oman tourism resorts as it investigates the complex phenomenon of their success. The research has interviewed multiple stakeholders related to resort projects from different parts of Oman which have different natures, sea, mountain, and desert resorts. Further details on the principles of case study research strategy are elaborated in section (4.6).

Oman was selected to be the case of this research as it has recently developed a tourism policy 2016-2040 and has plans for the tourism sector to improve its contribution to GDP in an effort to diversify the oil-dependent economy. With the unique country nature, attractions, culture, and history, Oman aims to attract a niche tourism market with mainly high spending tourists (OTS 2016). For the country to achieve its policy objectives, it plans to develop high-end tourism infrastructure and accommodations. Hence resorts were selected to be the majority of the new developments to capitalise on country unique features.

Oman, officially the Sultanate of Oman, is an Arab country located in the southeast of the Arabian Peninsula, bordering with Yemen, UAE and Saudi Arabia. The country has a total area of 309,500 square kilometres which makes it larger than the UK area. Oman has a very diverse landscape varying from "Wadis (valleys), mountains, caves, deserts, beaches, islands, water springs, beach lagoons, and canyons (Henderson 2014). The country's land is composed of roughly 82% of a desert and dry riverbeds, 15% mountains, and three per cent of a coastal plain (MoNE 2009). The coastline spans more than 3000 kilometres over the Arabian Sea, Gulf of Oman and the Arabian Gulf. Figure 3-2 shows the map of Oman demonstrating the long coastline and different topographies. The country's diverse landscape offers challenges and activities for tourists such as scuba-diving, skydiving, camping, cruises, mountain climbing, trekking, golf, kitesurfing, camel riding, and watching whales, birds, turtles, and dolphins (Oukil et al. 2016).

Figure 3-2 Oman Map (World Atlas)

Oman is considered to be a developing country (Winkler 2007), even though there is no conventional definition for the term 'developing country' (Sharpley and Telfer 2015). The term is generally contrasted against developed countries that are considered technologically and economically advanced and enjoy high living standards (Sharpley and Telfer 2015). Whenever the term 'developing country' is used in this report, it means that Oman is part of this group of countries based on the literature reviewed.

As far as its history, Oman is an ancient country with a prominent role in several periods of civil history and has made significant contributions to civilisation (Ministry of Foreign Affairs 2013) (Ministry of Foreign Affairs 2019a). It is one of the oldest independent Arab states, and once had an empire which extended to Arabia, parts of East Africa, Persia and the Indian subcontinent (Henderson 2014). However, the empire had declined in the 19th century, and the country became isolated until 1970. The current ruler of Oman is His Majesty Sultan Qaboos, assumed power in 1970 when the country was struggling with civil war, poverty, illiteracy, and poor infrastructure. The civil war was mainly in two parts of the country, the southern part of Dhofar and the interior part of Nizwa both having different motives but agreeing to work against the government. The Sultan had promised to turn the country into a modern state by improving the infrastructure and create opportunities for the people and eliminate causes of the backwardness. This can be noticed by the achievement made in the last forty-eight years where the people have enjoyed a flourishing life with free access to services such as health and education in a modern state built on institutions. United Nations Development Index (HDI) ranked Oman 52nd in its 2015 report, and the 2010 report stated that Oman has the fastest progress in the HDI between 1970 and 2010 as measured in improvement in literacy rates and life expectancy. The UN report analysed the improvements made to the individual's economic well-being as well as education and life expectancy since 1970 (United Nations 2010). The change was made possible by the country exploitation of its oil returns to enhance its economic and social development (BTI 2018).

3.4.1 Political stance and government structure

Oman has a monarchy form of government with the ministers directly appointed by the Sultan in an authoritarian political system (Upadhya 2016). However, there has been an incremental involvement of people in political decision-making. In 2003, the Sultan established the Majlis A 'Shura to be elected by people from different districts (Wilayats) to represent them in the government (BTI 2018). Majlis A 'Shura has 84 members elected for a renewable four-year term and has been given incremental legislative and regulatory role and power to challenge the different ministries plans (Majlis A'Shura 2019).

As far as the Omani foreign policy, Oman has been consistent in its neutrality and non-interferences with other nation's internal affairs (Ministry of Foreign Affairs 2019b). The country maintains friendly relations with the world by participating in dialogues to resolve disputes. It aims to showcase its internal peace model to demonstrate that world peace can be achieved through respect, tolerance, and building relations with other nations.

For the government structure, His Majesty Sultan Qaboos is the Head of State and is the final authoritative power where he approves general laws, but ministers are given the authority to issue specifications to implement those laws (BTI 2018). The basic statute of Oman, issued by his Majesty Sultan Qaboos in 1996, laid the foundation for the implementation of the government policies (Ministry of Foreign Affairs 2019a). Therefore, different ministries are established which are responsible for specific roles for the country or its citizens. For example, the Ministry of Environment and Climate Affairs is responsible for environmental and climate issues in the country. It issues permits for business activities related to mining and the exploitation of natural resources or those that produce harmful wastes to the environment. The Ministry of Manpower is responsible for planning and recruitment of the local people in the private sectors, and it keeps records of foreign and national employees of business firms operating in the country. Furthermore, the Ministry of Tourism; established in 2004; is the body responsible for the planning and development of the tourism sector in the country and selects appropriate investors for the different projects.

3.4.2 Economic status

As stated earlier, just before the 1970s, the country was primitive in all aspects of life where there were only three schools, one clinic and no infrastructure. Besides, the country was shattered with a civil war in two main parts and against two different ideologies. The economy was based on the necessary exchanges of goods, Fisheries, agriculture (Al-Saqri 2010). The Sultan had to deal with all of these issues and establish an institutional and modern government which was possible after settling down the civil war and export of oil which marked the first phase of Oman economic development. Oil is the backbone of the economy, contributing a large percentage of the country GDP; however, its amount is considered modest compared to country neighbours (BTI 2018). Oman is considered to be a ‘rentier state' where it mainly depends on natural resources for the most substantial part of its GDP (Colombo 2017).

The early 1970s was necessary for the country with the oil embargo in 1973, that brought unexpected wealth for the country and hence initiating Oman first Council of Development in 1974 responsible for dealing with country strategies to best use oil revenue (Al-Saqri 2010; BTI 2018)). Oman oil reserves are depleting quickly, the fact that the government recognises and have put plans to diversify the economy through the development of other sectors such as agriculture, non-oil industries, and tourism with limited success (BTI 2018). The country then moved into planning developments under what was called ‘five-year plans' starting in 1976 (Al-Saqri 2010). This has contributed to steady economic growth focusing on the central infrastructure necessities for the people.

The government has tried to build up a diversified economy to mitigate any crisis in the oil prices which were faced in 1986 and 1998 (Al-Saqri 2010) and recently in 2008 and 2014. Oman called upon the World Bank to assess the economical situation and make recommendations to make the economic growth sustainable (World Bank 1994). The recommendations specified were to give the private sector a more prominent role and lower the government spending on employment and infrastructure development (Al-Mamari 2013). This was the drive to develop Oman 2020 vision which recognised the overall improvement in the country economy and devised new plans that focused on improving the economic as well as social aspects. This was translated into measures to enhance human resources, economic diversification and private sector developments Oman 2020 vision (MC&I 2000). Also, the government introduced new investment laws and taxing schemes to improve competitiveness and attract investments (Budhwar et al. 2002). As far as human resources development, the Oman 2020 plan focused on improving the education to coincide with the requirement of the market and upskill the local workforce to take jobs within the private sector (MC&I 2000). The Government was keen to improve the skills and knowledge of the local’s workforce per global expectations as it opened up its economy to international companies.

Oman’s GDP in 2015 was USD 70 billion, the majority of which is from the oil sector (Khan and Krishnamurthy 2016). In 2017, the oil and gas sectors accounted for 79% of government revenue (CBO 2017; BTI 2018). The country plans to reduce the dependence of oil on GDP to twenty-six per cent in 2020 while increasing the industrial and tourism sectors contribution to GDP. The sharp fall in oil prices has significantly impacted the country since 2014. This has caused a drop in in-country economic growth by 1.6% compared to the steady growth between 2005 to 2014 (BTI 2018).

The government suffered a massive budget deficit of $13.8 billion in 2016, which makes about 20% of the country's GDP. The government is planning to reduce this deficit by introducing several measures such as limiting employment in the public sectors and raising the tariff for gasoline, electricity and new taxation for tobacco and alcohol (BTI 2018).

3.4.3 Population

According to the latest National centre of statistics and information (NCSI), the total population of Oman is 4,610,075 million people with 44.10% expatriate (NCSI 2019). The census of 2010 was the country's third experience with collecting data that provided wide-ranging statistical data which was essential for the planning and development of social and economic policies. The population in Oman has increased three times between 1970 and 2010 (World Bank 2018). The increase is credited to improved health care and other government services made possible by the discovery of oil in 1962 (Worrall 2012). This increase of population has formed a pressure on the government to provide more jobs for its people, mainly in the private sector as the government sector saturates. According to the NCSI (2017), the percentage of Omanis working in the private sector (Omanisation rate) is 12% in 2017.

The Omani society is primarily based on a tribal system which governs the norms and behaviours of the people rooted in Islamic principles (Henderson 2015). Respecting the elderly, guests and foreigners are basics in the Omani society. Moreover, the majority of the Oman population are Muslims, and the country prides itself to be tolerant and accepting of other religions and nationals (Henderson 2014). The main sect of Islam practised is the Ibadhi which is not widely practised in the Muslim world, but Sunni and Shi'a are also present in the country (Wilkinson 2010).

3.4.4 Freedom of speech

As far as freedom of speech and freedom of religion, both were established by Omani law and emphasised by the Sultan in his public speeches. In one of the statements at the Sultan Qaboos University, the first public university to be opened in the country, the Sultan said:

> *"We will never allow anyone to suppress freedom of thought ... ideas cannot be suppressed. Our religion stands for ideas and the intellect, not the suppression of thought" (Ministry of Foreign Affairs 2013).*

However, despite the emphasis expressed by the Sultan on freedom of speech, the reality on the ground differs. Civil rights and liberties suffered greatly, especially since the Arab spring events of 2011 (BTI 2018). Moreover, doubt cast the increased investment in the security sector, which is thought to strengthen the government political control and face any future unrest (BTI 2018). The defence and security sectors represented 29% of expenditure in GDP in 2017 (PWC 2017) – one of the world's highest percentages. This increase can also be explained by the political uncertainty that is happening in the region with the war in Yemen and a potential breakout of war with Iran as well as the embargo on Qatar (2019). This situation also impacts the stakeholder's participation in different government planning and executions as there can be limited room for discussions and disagreement between various parties with the unbalanced powers. Some researchers in the Omani context believe that stakeholders such as the community and NGO, have limited roles in real participation. Al-Shaaibi (2011) concluded in his research on managing resident's involvement in tourism development in Oman that there is a limited consultation with the community as government and developers think that locals are not qualified yet, and consultation process may hinder the developments. Moreover, the establishment of civil society associations and NGOs is controlled by the government and only allowed under strict conditions (BTI 2018).

3.4.5 Tourism in Oman

It was not until the 1980s that Oman began to develop their tourism industry (Feighery 2012). This drive was mainly adopted due to the fluctuations in oil prices, which is the primary source of the country's GDP contribution (Winkler 2007; Belwal and Belwal 2010). The country views tourism as not only a source of revenue but also as a means to diversify the economy and provide employment (Alhowaish 2016). Oman started by attracting the tourists from local and neighbouring countries and then moved into international market tourism in the 1990s

(Winkler 2007; Mansfeld and Winckler 2015). It is emerging as a prime destination, particularly for travellers escaping the cold winters (Paylor 2007) and offers a unique experience and natural scenery. The fact that Oman is relatively new to tourism, it may be perceived as being less spoilt than its neighbours (Belwal and Belwal 2010). Oman's tourism infrastructure requires attention before it is considered to be capable of coping with the planned development (Belwal and Belwal 2010). Moreover, the tourism contribution to GDP is increasing (Winkler 2007; Belwal and Belwal 2010), it is still considered to be low compared to the oil and gas contribution (Abdul-Ghani 2006).

As stated earlier, the Omani government has been using a five-year plan format to plan its development since the 1970s, when Sultan Qaboos took charge of the government (El Amrousi and Biln 2010). The five-yearly plans had targeted the diversification of the economy and the reduction of overdependence on oil and gas as the primary source of income (Winkler 2007; Belwal and Belwal 2010; El Amrousi and Biln 2010). Furthermore, the government has considered tourism to have a higher potential to be alternative to oil and gas in its 2020 vision with aims to increase its contribution to 5% by 2020. Tourism has been recognised as a potential substitute and one of the hopes for the national economy and could bridge the gaps with oil and gas destined depletion (Khan and Krishnamurthy 2016). This has led to the establishment of the Ministry of Tourism (MOT) in 2004, with the primary objective being to centralise all related tourism planning and development (Winkler 2007; El Amrousi and Biln 2010; Henderson 2014).

3.4.5.1 Tourism statistics

The tourism in Oman has increased significantly after opening up the country for tourism. Form a few thousand tourists a year, mainly from the nearby states, to more than three million visitors from different parts of the world. Figure 3-3 shows the international tourist arrival indicating that it has passed the one billion tourists globally and the share for the Middle East.

Table 3-3 shows tourist statistics for Oman and Figure 3-4 and shows the split of tourist as per their source countries. The number of international tourists has doubled between the years 2005 to 2016, and local tourism has tripled (NCSI 2017).

Figure 3-3 International tourist arrival based to Oman year 2016 (NCSI 2017)

Table 3-3 Number of visitors and their statistics (NCSI 2018)

Items	2016	2015	2014	2013	2012
Inbound Visitors in thousands	3151	2634	2225	1923	1714
G.C.C	1561	1208	961	870	696
Other Arabs	185	164	130	124	103
Asians	651	578	478	435	389
Europeans	584	515	508	372	321
Others	169	170	148	121	204
Overnight Visitors	2292	1909	1611	1392	1241
Same Day Visitors	859	725	614	531	473
Average night spent	7.2	6.9	6.9	6.9	6.9
Number of Hotel Rooms	18420	16691	14815	13603	12352

Figure 3-4 Number of visitors for 2016 based on their origin source

3.4.5.2 Oman tourism policy 2040

MOT has announced its new tourism policy for 2040, which has identified five benefits that tourism brings to the country such as (1) increasing work opportunities, (2) increasing total investment in the tourism sector, (3) improving tourism contribution to GDP, (4) development of local economy and small and medium enterprises, and (5) improving the quality of life (OTS 2016). The new vision for tourism 2040 is for

> *"Oman to become an important and renowned global tourist destination for holidays, adventures, business, and it attracts eleven million tourists" (OTS 2016).*

Besides, it has identified five development concepts: (1) the tourism sites, (2) development of rural-specific sites, (3) resorts, (4) national importance tourism sites and (5) development of routes (OTS 2016). As per the new policy, around sixty per cent of the developments are expected to be resorts developments in different parts of the country (OTS 2016), highlighting the expectation of the positive impacts of such developments. This is in line with positive economic expectations from resorts development mentioned in the literature (Anthony 1997; Nunkoo and Ramkissoon 2010). Unlike other elements of the MOT development concept, resort developments have already started. Few resorts such as Zighy Bay, the Sifawi, Salalah Beach and Shangri-La resort have already been completed and have been operational for the last ten years (El Amrousi and Biln 2010).

Moreover, additional resort projects have been identified, and investors have already started the plans to develop these sites, such the Qatari company Diar investment in Ras Alhad resort and the American company Omagine investment in Seeb as well as Bar Aljissah resort in Muscat (Times of Oman 2016). Going through the resort lifecycle, Zighy Bay resort, the Sifawi and Salalah beach should have reached the stagnation stage; hence, their impact should be visible to stakeholders. Stakeholders, such as the government, investors, local communities and special interest groups will have already seen the outcomes of these resort projects. Considering their viewpoints makes the investigation of existing resorts' success and perspectives of different stakeholders instrumental in understanding the construct of resort project success criteria and associated factors.

3.4.5.3 Omani market compared to other regional tourism markets

Oman's late entry to tourism market was generally part of a movement from the west to east in Arabian countries embracement of Tourism. Non-oil Arabic countries like Morocco, Tunisia, Egypt, Jordan adopted tourism earlier than other Gulf Cooperation States (GCC), i.e. Saudi Arabia, Kuwait, Bahrain, Qatar, UAE and Oman (Merschen and Daher 2007). In fact, even within the Gulf states, Oman was from the last countries that opened up to tourism which happened during the 1990s (Mansfeld and Winckler 2015). GCC countries avoidance of tourism was due to fears of widespread of illegal immigrants (Mansfeld and Winckler 2007) and concerns of negative cultural impacts where countries were very conservative (Jafari and Scott 2014).

The respective entry into the tourism of these countries reflect the contribution of tourism in their GDPs as indicated in Table 3-4. Overall, the percentage of contribution of tourism into GDP of non-oil Arabic countries is higher than that of the GCC with the exception of Saudi Arabis the higher tourism impact is due to Hajj and Umrah revenue. However, post year 2000, some of the Gulf states, i.e. UAE and Qatar and Bahrain have adopted aggressive policies to increase the contribution of tourism through:

1. A rapid expansion of tourism facilities and diversification of the tourist products
2. Creating extremely distinctive tourism attractions.
3. Transforming the Gulf into a global centre for the most prestigious and hallmark international sports events and a leading centre for international conferences and trade fairs

(Mansfeld and Winckler 2015, pp.217-218)

Contribution of tourism to the GDP (direct) of selected Arab countries from 2000 to 2014										
(Selected countries, USD million, current prices).										
Year/Country	2000	2004	2006	2008	2009	2010	2011	2012	2013	2014
Egypt	6702	7381	9657	14448	15504	17505	15023	17710	14473	16548
Tunisia	1976	2575	3187	4094	3796	3760	3142	3424	3396	3614
Jorden	445	681	953	1369	1331	1684	1692	2015	2022	2221
Morocco	2365	4603	6672	8550	8039	8144	9027	8561	8548	8559
Qatar	339	801	1524	1434	1239	1420	2299	3269	3745	4244
Bahrain	576	1015	1247	1377	1384	1591	1287	1269	1353	1447
Oman	483	732	802	1241	1094	1233	1512	1710	1954	1990
Saudi Arabia	6284	11135	9751	13759	13898	16454	17008	17523	17388	18242
UAE	2975	9830	6982	12635	10627	11823	13521	14862	15856	16762

Table 3-4 Tourism contribution in GDP based on World Travel and Tourism Council

The aggressiveness of the GCC tourism policies differs between the states. While UAE and Qatar are building distinctive tourism attractions ranging from the best hotels to the tallest buildings (Mansfeld and Winckler 2015); Oman policy aims to preserve nature and culture and focusing on the quality of tourist rather than quantity. Further details on the Oman Tourism Policy is discussed in section 3.4.5.2. It is not a surprise that competition between GCC countries is fierce to attract as much revenue from tourism as possible. Oman, for example, faces considerable competition from kay players in the region such as Dubai (Merschen and Daher 2007). However, as much as there is competition, there is always room for collaboration, especially with Oman adopting a different strategy. Tourists who come to Dubai to visit the latest attraction and enjoy shopping can also come to Oman to enjoy nature, culture, and authenticity. Events like Dubai Expo 2020, and Qatar World Cup 2022 can help promote not only the respective states but rather the whole region if the states collaborate.

3.4.5.4 Tourism and stakeholders research in Oman

There is a lack of research on resort projects and stakeholders' perceptions of success in developing countries, including Oman. The researcher has found two studies that have examined stakeholders' perceptions in Oman: Ramanathan et al. (2010) investigated residents' perceptions of tourism for the Jebel Akhdar region and Bontenbal and Aziz (2013) investigated the attitude of students regarding careers in the tourism sector. Besides, the researcher had access to one of the studies conducted in cooperation between by Sultan Qaboos University and Oman Ministry of Tourism to investigate the impact of Integrated tourism complexes (ICTs) which is (Hamza et al. 2017).

As per the literature, the expectation in developing countries, there are limitations to the extent of engagement of different stakeholders into the various projects. For example, in a one-party political system, raising opposition to government plans and policies is unlikely to happen. Moreover, stakeholders such as investors, can have more power and use it to gain more benefits from tourism development and undermine other stakeholders such as community or NGO (Doğan 1989). This raises the issue of public participation in the country with different policies and planning. In developing countries, public participation differs in principle and practice from developed countries. For example, in Oman, the government controls the decision-making process in almost all areas and is assumed to know the best for all. Local communities participation in planning and development is usually conducted through limited consultation with specific stakeholders rather than a more extensive involvement as practised in the developed world (Al-Masroori 2006). This can take place by the government informing the community of projects after the project and investor are already decided (Al-Masroori 2006). This practice seems to have changed, and more public participation was noticed in the 2040 Oman tourism policy (OTS 2016).

Moreover, aside from the fact that most of the existing research is built on developed countries perspectives, there are specific cultural issues in Oman. One of the objectives of Oman Tourism Policy 2040 is creating jobs for the locals, and resorts are recognised for their employment potential. However, it has been criticised for disadvantaging the local people with lower positions and salaries, and the management positions are taken by foreigners (Mbaiwa 2005), especially in developing countries. In Oman, this can be caused by the attractiveness of certain jobs for the local people and nature of these resorts services that conflict with the local believes. Bontenbal and Aziz (2013) research showed that tourism students in Oman preferred to work in the government rather than private-sector jobs. If they do not have options, the hospitability jobs came last in preference.

Specific tourism jobs are not culturally acceptable, and there are negative perceptions about them (Bontenbal and Aziz 2013). Tourism resorts aim to attract foreign tourists where they provide certain activities and food to cater to tourists-taste even if they are against the local culture or religion. Some studies confirm that there is an intolerance of Muslims toward specific activities such gambling, sexual permissiveness and offering of pork and alcohol which are common ingredients of developed world tourism (Din 1989; Jafari and Scott 2014). Having to serve culturally unacceptable products can have a negative impact on the attractiveness of employment at such resorts from local employees; majority Muslims, and may create an adverse result for the policy developers (Bontenbal and Aziz 2013).

3.4.5.4.1 Integrated Tourism Complex study in Oman

As per Hamza et al. (2017), the ITCs started in Oman in 2007 after the government allowed foreign ownership of properties in certain projects. The government is trying to achieve several objectives from the ICTs, such as:

1. Improving the tourism infrastructure by building integrated services, i.e. hotels/resorts, entertainment and shopping.
2. Attract significant international investments for the ICTs to support the economy
3. Provide suitable housing alternative for locals and foreigners with high-end services
4. Attract foreign capital for people interested in buying properties
5. Encourage the development of remote areas rather than only the big cities.

By 2015, the government have permitted 25 ITC projects within the sultanate, as indicated in the map in Figure 3-5 with the red dots indicating the location of the 25 approved ITC. However, after time, it was apparent that some of the ITCs projects were struggling as %32 of permissions were cancelled, and most of the other projects were delayed. The focus of the projects was mainly on the development of real-estate rather than tourism as it was quickest cash flow for the investors. Other reasons for the struggle were due to the global economic crisis of 2008; delay in getting approvals and issues between investors and certain government entities.

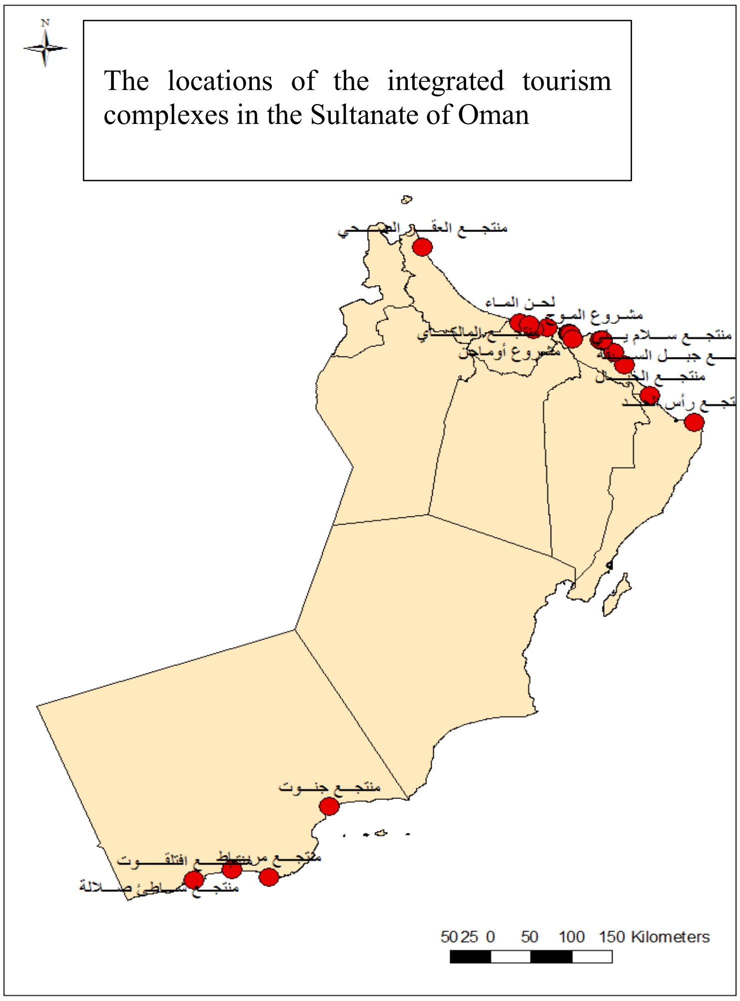

Figure 3-5 Approved ITCs locations in Oman; Hamza et al. (2017)

The study also highlighted that the local communities' awareness and involvement in the project were minimal. Most of the local communities claimed that they were not consulted before assigning locations and investors but were involved afterwards. Other communities claim that even after the assignment of the investors, there was no formal involvement with the government or the investors.

3.5 Content, Process, and Context of the Research

As demonstrated in chapter two, project success literature has evolved and expanded the boundaries of success definition. The establishment of the PM discipline in the 1950s, as an offshoot of operation research, influenced how the project success was measured. The ‘iron triangle’ of time, cost and scope criteria was the dominant measurement of success and factors were pursued that can help in achieving them that were within the project manager's responsibility. Although this has continued for a while, the dissatisfaction caused by the increased projects failure rate had led both practitioners and academics to expand the circle of evaluation. Project success had advanced in creating the concepts of PM vs project success that led to introducing new definitions for projects.

Furthermore, the list of stakeholders involved in evaluating the success of projects expanded to include a wider circle. There are specific criteria and factors for project lifecycle stages with the relevant stakeholders for each phase. For example, for the success of project management output, time and cost can play a higher role as the stakeholders involved are more involved in the daily execution with the limited resources given. However, as the time progress after the completion of the projects and project outcomes and benefits gets realised, the interest of the stakeholders differs and hence, their view of evaluating the success. The circle of the stakeholders also expands to reach people who could be impacted by these projects. The role of stakeholders is a function of their power which differs between stakeholders. Moreover, the evaluation of success differs whether the powerful organisation manage the stakeholders or engage with them throughout the project lifecycle.

The literature acknowledges that the criteria and factors vary according to different dimensions such as industry, country, sector and others which make the list context-specific. The purpose here is not to come up with all possible criteria and factors as this is rather not feasible, however, to identify categories for these factors and criteria that can aide in project evaluation and success (Belassi and Tukel 1996). It is not aiming to investigate a specific project per se, but similar-context projects or what Morris and Geraldi (2011) called management level 3. Embracing a broader perspective on success can present opportunities to develop new project management at single projects (Artto 2002). Davis (2015) argues that there is an immense need for a measurement method that utilises existing dimensions of project success of criteria and factors that considers the impact of different stakeholder’s perception to improve chances of project success. Moreover, by switching the focus from the execution aspects of PM to considering projects as purposeful organisations that can bring change and solve social problems can make PM discipline relevant and useful (Morris 2010).

As organisations embrace the concepts of projects in delivering their strategies, tourism projects have witnessed evident growth worldwide in efforts to cultivate the benefits of the global largest industry. Many tourism projects are developed, and building resorts are one of the projects favoured by governments and investors alike and can contribute to both communities as well as attract tourists. This was clear in the newly developed tourism policy in Oman 2016-2040, where around 60% of planned accommodation projects are resorts in different parts of the nature-cultural beautiful country. The policy choice of high-end resorts as main development projects aligns with government tourism positioning where it aims to attract a specific type of tourists that are with high spending power. These resorts project development have particular criteria, and factors for success as their evaluation becomes more explicit years after the completion of projects. Moreover, having these developments in Oman is a developing country with its specific government and political structure, create a particular situation with different stakeholders' powers and requirements.

The multiple stakeholders' involvement in tourism development is not widely understood and researched despite its professed significance (Waligo et al. 2013; Peric et al. 2014) especially in the context of developing countries (Nunkoo and Ramkissoon 2010). The planning in the developing countries is characterised to be top-down with the government controlling the framework with limited engagement with other stakeholders (Telfer and Sharpley 2008) which can have an adverse impact. Furthermore, most of the research that investigates tourism impacts and stakeholders' perceptions have been carried out from the perspective of developed economies (Nunkoo and Ramkissoon 2010; Hunt and Stronza 2014); where the business environment in developing countries has to deal with a range of specific issues, such as large numbers of stakeholders, weak infrastructure, complex processes and bureaucracy (Ahsan and Gunawan 2010).

Although there are frameworks for evaluating success in PM, there is a lack of research in PM and tourism that determine project success concepts which include perspectives of multiple stakeholders' groups for long-term projects. Exploring the long-term success criteria and factors for resort projects forms the basis of the current work, which indicated in Figure 3-6. This research, although aiming to identify the relevant stakeholders for the resort's projects in Oman, is investigating only local community stakeholders that are directly impacted by the developments which have either tangible or intangible stake on the projects such as the investors, the government, the residents as well as NGOs if they have a role. All other stakeholders, such as travel agents, tourists, travel agents, and tour guides, although using the services, are excluded as their roles are generally limited to using the service as and when available.

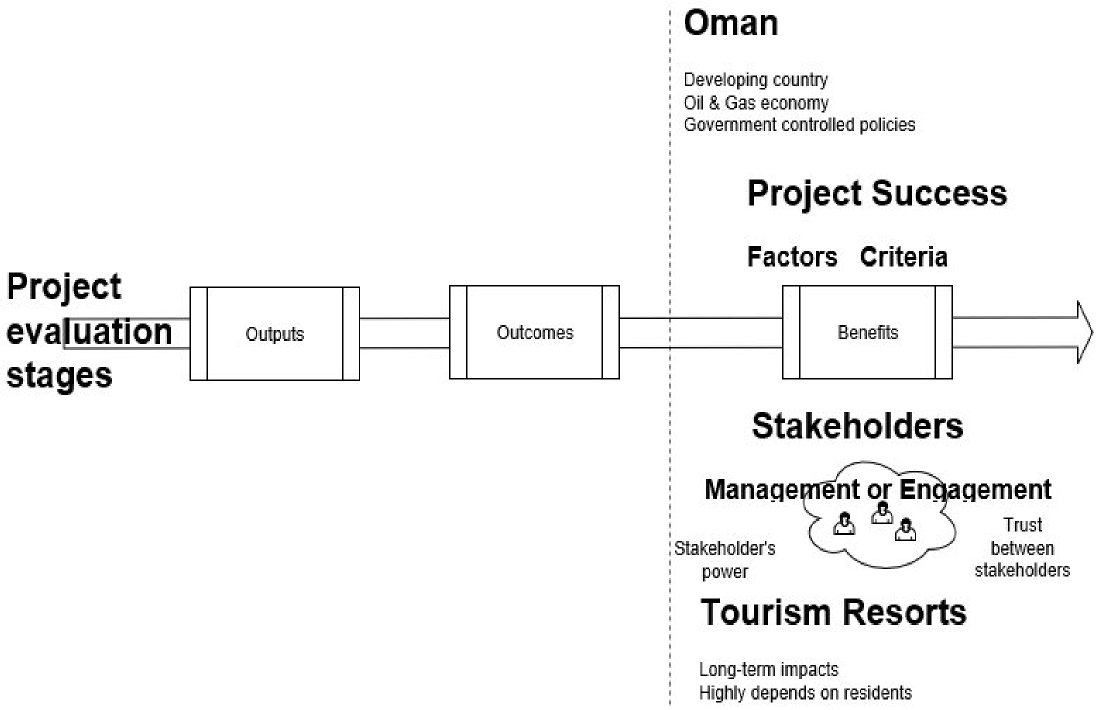

Figure 3-6 Project success dimensions and the focus of this research

Therefore, the content of this research is success criteria and project-specific success factors. The context of the research is tourism resorts projects which posit a specific timeframe and stakeholder involvement that concerns the evaluation of the long-term impact of projects. The case study of the research is Oman, a developing country with a monarchy government that has its specific stakeholder relationship. This will be obtained by evaluating multiple stakeholder's viewpoints which is the process of the research. Figure 3-7 demonstrates how the content, the process and the context of the research come together in this research.

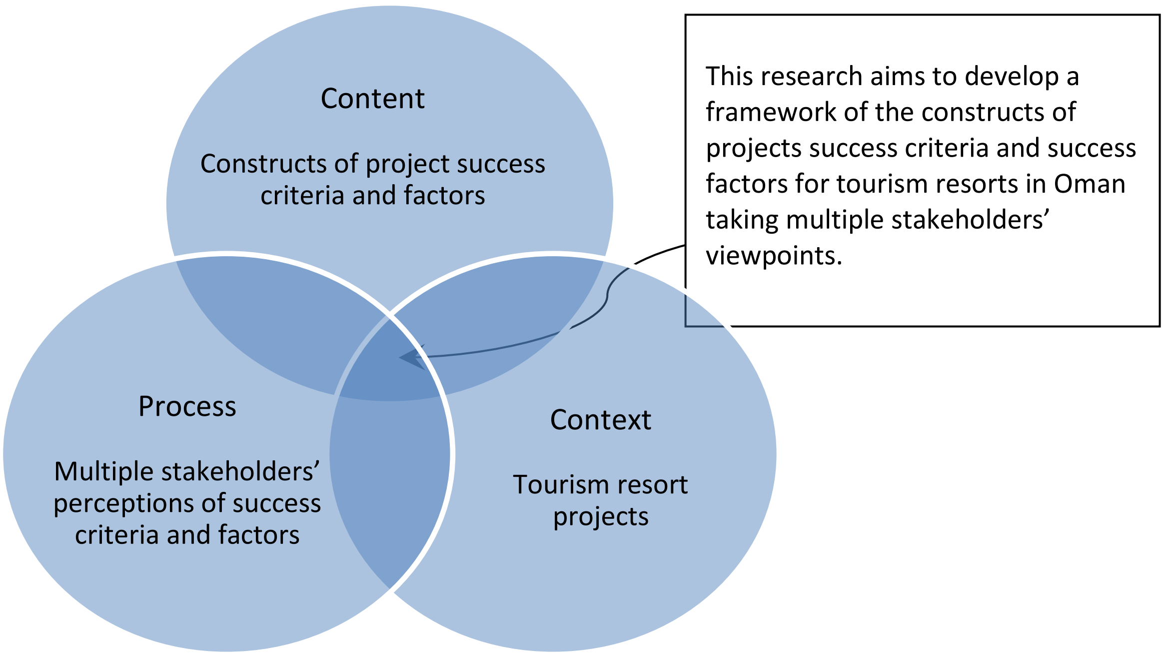

Figure 3-7 Research content, process and context

3.6 Research aim, question, and objectives

3.6.1 Research aim and research question

The above literature review demonstrates a need to understand the various perceptions of success among different stakeholder groups. Hence, this research aims to develop a model of the constructs of projects success criteria and success factors for tourism resorts in Oman, taking multiple stakeholders' viewpoints. The model will represent how the different variables (criteria, factors, stakeholder groups) are interrelated for the context of resort projects in Oman.

A primary research question was developed to provide an overall purpose for the research, which have led to defining the five objectives. These together have impacted the selection of the research method, which is explained further in chapter 4. The research question is:

What are the different stakeholders' constructs of long-term project success criteria and factors applied to tourism resort projects in Oman?

3.6.2 Research objectives

The objectives of the research (literature review and primary data) can be summarised as follows:

1. Critically review the literature to identify the dimensions of project success, resort development and tourism in Oman in order to define the research gap and focus.

2. Establish an appropriate timeframe to evaluate the success of resort projects (i.e., when most of the impacts of the development are realised).

3. Identify relevant stakeholders for the tourism resort projects and establish the classification and importance of these stakeholders to the resorts' project evaluation.

4. Formulate the components for tourism resort projects' success (factors and criteria) based on relevant stakeholders' long-term success evaluation in order to understand similarities and differences between stakeholders' groups.

5. Synthesise a model of the different constructs of the success of tourism resort development in Oman based on their importance, in order to establish a context-specific success framework for the project that can expand the understanding of the success evaluation of resort projects and its relation to other types of projects

3.7 Summary

This chapter navigated through the context of the tourism sector and more specifically, the resort projects. The tourism sector has been growing steadily on a global basis, with projects undertaken in different parts of the world. The impact of tourism development has mixed views with different stakeholders having positive and negative opinions. The perceptions of stakeholders are considered to be an essential element for the evaluation of the success of these developments and can influence future projects.

The case study of Oman was also brought up in the chapter as Oman is hoping that tourism would be its saviour of the unstable oil revenues. Oman Tourism policy 2040 has established the country vision on tourism that shapes the type of tourists expected and hence suitable development for this segment. With the political, economic and social challenges, the stakeholders' views are gaining more significance than in the past; however, most of the planning and control remain to be top-down from the government.

Tourism resorts project in a developing country is one of the rarely researched contexts for project success, which this research pursues. The chapter concluded with the summary of the content, process, and context of the research and how they are combined to come up with the research aim and objectives. The research aims and objectives form the basis of selecting an appropriate research method which will be discussed in the next chapter.

4 Chapter 4- Research Method and Design

4.1 Introduction

The last two chapters unveiled the literature background and justification for this research. They explored the project success concept chapter 1 and emphasised the differences between project outputs, outcomes, and benefits section 2.3.1 and how tourism projects are concerned mainly in the outcomes and benefits phases of the project as their impacts become more prevalent section 3.2. The case study of Oman was necessary for the research as the country is developing and heading toward diversifying its economy, viewing tourism as a viable alternative for this diversification. This chapter discusses the process of formulating a research process for meeting the aim and objectives of this research in producing knowledge. To generate knowledge, researchers need to, explicitly or implicitly, abide by certain principles and rules (Cavana et al. 2001). Dann et al. (1988, p.4) assert that:

> *"Even though there are minor differences within separate disciplines, nevertheless there is an overriding consensus with the social scientific community that a set of ground rules is necessary to the logic of social inquiry."*

Using a methodological approach ensures that a sound theoretical and philosophical base supports research results. Figure 4-1 demonstrates the processes of the research, where it indicates the phases this research goes through from the literature review, to discussion and thesis write up.

Researchers are advised not to choose a single predominant philosophical position or a paradigm arbitrarily, but to adapt their position to the aspects of the phenomena under investigation and utilise components from different paradigms Patton (2002), to match the research questions pursued. An appropriately selected research design is a result of choosing the appropriate philosophical stance and research methodology for the problem at hand and increases the confidence of the research outcomes (Klakegg 2016). With the lack of an agreed theory within PM, the selection of research methods in the discipline can be a complicated process (Shepherd and Atkinson 2011). PM research is characterised to be an evolving phenomenon that is both non-definable and flexible which complicates the selection of method but can also be a strength (Atkinson 1999).

The nature of this research positioned it philosophically in the interpretive research paradigm with the inductive approach to model development. Moreover, as far as methodological choice, qualitative methodology best suited this research given the nascent level of maturity of the research area in the context of tourism resorts in Oman as the country paves its way toward diversifying its economy due to the volatile oil prices (section 3.4). The unit of analysis was the perspective of each participant's organisation position of what constructs the success of resorts projects in Oman. The researcher ultimately endeavoured to create a collective picture of the stakeholder's groups understanding of what constructs a reality of the phenomenon of resort projects success in Oman.

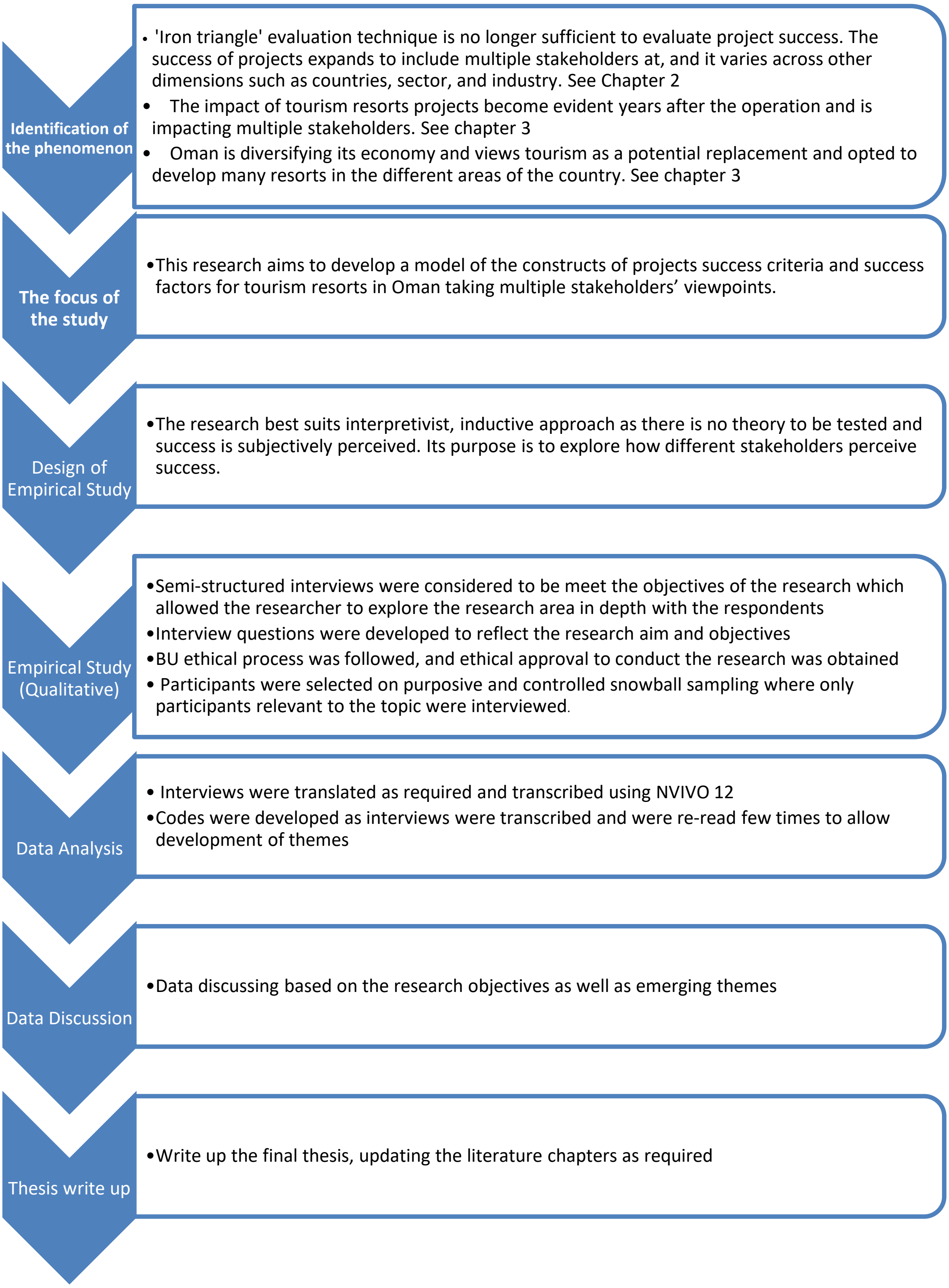

Figure 4-1 Sequential research processes

4.2 Interpretivism philosophy

The research philosophy contains assumptions about how researchers develop knowledge and view the world, and these assumptions form the basis of the research, strategy and data collection and analysis techniques (Klakegg 2016; Saunders et al. 2016, pp.124-125). The propositions include epistemological assumptions (human knowledge), ontological assumptions (realities) and axiological assumptions (researchers own values) (Biedenbach 2015; Klakegg 2016). This research epistemological position is towards interpretivism as it requires an examination of the relationship between the researcher and that which is being researched (Bryman and Bell 2015). Project success is subjectively constructed from individuals' thoughts and opinions and involves different exchanges between stakeholders that require in-depth understanding. The researcher, being from the country of the research, is required to understand and reveal the cultural and historical aspects that may influence people perceptions.

The topic of what constitutes a paradigm or philosophical worldviews has had an extensive discussion on literature without consensus on them (Patton 2002). Different scholars attributed different names to the philosophical paradigms under the two main philosophical bases of objectivism and subjectivism. A research paradigm is defined as a system that guides the research process, based on different philosophies and assumptions about the world and knowledge nature (Collis and Hussey 2009, p.11). Therefore, the paradigm frames the philosophical positions of the researcher and guide through the choices of how the research is steered (Biedenbach 2015). Denscombe (2014, pp.2-3) simplifies the paradigms into two principle schools of thoughts, generally known as the positivist paradigm and the interpretivist paradigm, where most social research is conducted. Other scholars such as Guba and Lincoln (1994) categorised research philosophies into four main categories: positivism, constructivism, critical theory and realism. The constructivism paradigm takes a similar ontological position as the interpretivism; however, different scholars name them differently. For example, Matthews and Ross (2010) define constructivism as an ontological position that is linked with the interpretivism as an epistemological position that represents adequate knowledge; however, others scholars consider interpretivism as a paradigm with its own ontological and epistemological views. It is essential, though, that researchers be clear on their selection of appropriate philosophical positions and customised to fit the research objectives (Klakegg 2016; Gehman et al. 2018). Table 4-1 shows the five different paradigms with their basic ontological, epistemological and axiological positions.

Table 4-1 Research philosophies based on Saunders et al. (2016)

Ontology (nature of reality or being)	**Epistemology** (what constitutes acceptable knowledge)	**Axiology** (role of values)	**Typical methods**
		Positivism	
Real, external, independent One true reality (universalism) Granular (things) Ordered	Scientific method, Observable and measurable facts Law-like generalisations Numbers, Causal explanation and prediction as a contribution	Value-free research Unaffected by research activities Researcher maintains objective stance	Typically deductive, highly structured, large samples, measurement, typically quantitative methods of analysis, but a range of data can be analysed
		Critical realism	
Stratified/layered (the empirical, the actual and the real) External, independent Intransient Objective structures Causal mechanisms	Epistemological, relativism Knowledge historically situated and transient Facts are social constructions Historical causal explanation as contribution	Value-laden research Researcher acknowledges bias by worldviews, cultural experience and upbringing. Researcher tries to minimise bias and errors. The researcher is as objective as possible	Retroductive, in-depth historically situated analysis of pre-existing structures and emerging agency. Range of methods and data types to fit the subject matter

Ontology (nature of reality or being)	Epistemology (what constitutes acceptable knowledge)	Axiology (role of values)	Typical methods
		Interpretivism	
Complex, rich, Socially constructed through culture and language Multiple meanings, interpretations, realities, Flux of processes, experiences, practices	Theories and concepts too simplistic Focus on narratives, stories, perceptions and interpretations New understandings and worldviews as a contribution	Value-bound research Researchers are part of what is researched, subjective Researcher interpretations key to the contribution Researcher reflexive	Typically inductive. Small samples, in-depth investigations, qualitative methods of analysis, but a range of data can be interpreted
		Pragmatism	
Complex, rich, External. 'Reality' is the practical consequences of ideas The flux of processes, experiences and practices	Practical meaning of knowledge in specific contexts 'True' theories and knowledge are those that enable successful action Focus on problems, practices and relevance Problem-solving and informed future practice as a contribution	Value-driven research Research initiated and sustained by the researcher's doubts and beliefs Researcher reflexive	Following the research problem and research question. Range of methods: mixed, multiple, qualitative, quantitative, action research. Emphasis on practical solutions and outcomes

As per the literature reviewed in the area thus far for this research (chapters 2 and 3), there are multiple evaluation frameworks developed to evaluate projects without consensus on any and there is no accepted theory of PM rather numerous schools of thoughts within the discipline Section 2.2.3. Moreover, there is little research in the field of tourism resort project success (Naidoo and Pearce 2018). Besides, the literature review established that there is no previous similar research in the context of Oman that can help in developing hypotheses for positivistic testing. In such cases where little is known about the situation or social process, an exploratory study can serve as an initial attempt to uncover the phenomenon (Matthews and Ross 2010). The researcher concedes that realities are not discovered but, instead, are constructed by exploring the thoughts of the social actors and through interpretations of their perceptions about the phenomenon under investigation to arrive at an accurate account of the realist viewpoints (Van Der Blonk 2003). The Interpretivist paradigm hence is more suitable for this research as the perception of success between different stakeholders is subjectively constructed from individuals' thoughts, opinions, and meanings.

Unlike positivist philosophy which applies a natural science model of research to the investigations of the social world with an objective, detached approach to the study (Denscombe 2014); this research requires researcher intervention. The researcher is required to connect to the research context as people's perceptions are affected by their background, culture, and environment. There are many exchanges, tangible and intangible, that take place between the different stakeholders which impact their perceptions. As stated in literature review section 3.4, the country has a monarchy government where most of the planning and control is top-down and different stakeholders inherently understand their allowable freedom limits and sometimes have to settle for less than their expectations. It is vital that the researcher interprets different stakeholders' viewpoints and connect them with the overall research context in order to make meaningful conclusions. The interprevetivist paradigm would allow a deeper understanding of what constructs projects' success criteria and the factors for tourism resorts in Oman taking multiple stakeholders' viewpoints. The understanding of stakeholder's own words and thoughts are valuable and would help in the development of the success model that this research aims to achieve.

4.3 Inductive approach

There are three approaches to research that determine theory development that depends on the clarity of theory at the initial stages of the research. The three approaches: deductive, inductive and abductive, determine whether research moves from general to specific or the opposite in theory development (Eriksson and Kovalainen 2008). The choice of the approach depends on the research philosophy that govern the selection. This research opted for the inductive approach, where the model is developed from the data collection of empirical reality moves from general to specific in model development. Deductive approaches following positivistic philosophy have dominated the research within PM; however, recent research witnessed more of inductive approaches to research (Biedenbach 2015).

The philosophical position governs the research approach, as indicated in Table 4-1. The interpretivist philosophical position uses an inductive approach of theory or model development which is linked to a soft paradigm of PM (Pollack 2007). This research is set forth to develop a model of the constructs of projects success criteria and success factors for tourism resorts in Oman, taking multiple stakeholders' viewpoints. The researcher did not have to confirm any existing theories or hypothesis in the field; therefore, the approach for this research project is inductive where theory is developed from the observation of empirical reality and is moving from general to specific (Hussey and Hussey 1997, p.13). The researcher codes the data gained from the participants to develop categories and themes to reflect the research questions. These themes are presented to generate an understanding of the nature of problems to answer the research questions, which are then analysed and interpreted accordingly. The inductive approach is hence suitable as it derives the conclusion through observations made to support the premises and conclude about specific issues (Bosch-Rekveldt 2015).

The research in PM has been dominated by the positivistic deductive approach (Cooke-Davies et al. 2007; Pollack 2007; Biedenbach 2015). For example, around two-thirds of the paper published in the international journal of project management utilised the positivistic deductive approach (Smyth and Morris 2007). Shepherd and Atkinson (2011) argued that deductive logic alone is not sufficient to provide the required knowledge within most of PM research. Recently, though, PM research has adopted diverse paradigms, including the interpretivist (Biedenbach 2015). The move toward pluralism in PM research has been recognised as essential in developing the field (Biedenbach 2015). Each of the paradigms has its best means of obtaining the required information that forms the basis for the research design and data collection methods. For example, the interpretivist philosophy is dominated by an inductive approach that leads to the choice of qualitative methods for data collection and analysis (Klakegg 2016). The selection of the appropriate methods is 'a matter of horses for courses' (Denscombe 2014, p.163).

4.4 Qualitative method

There are several considerations before choosing the appropriate method to conduct the research such as the appropriateness of the method to the strategy followed; the weakness and strengths of each approach; and the possibility of mixing two methods (Denscombe 2014, p.164). Researchers can opt for qualitative, quantitative or mixed research methods. This research suited best within a qualitative method with its interpretivist research philosophy to pursue its objectives. Scholars in PM have been calling for more qualitative research (Nugapitiya et al. 2015) as the early research on the discipline has been characterised as generally quantitative (Biedenbach 2015; Shepherd 2015). Di Maddaloni and Davis (2018) asserts that most of the research in PM is quantitative in nature, yet there is a need to unravel the richness of information in PM by using qualitative methods.

Given that the goal of this research is to develop a model of the constructs of projects success criteria and success factors for tourism resorts in Oman taking multiple stakeholders' viewpoints, the qualitative method best meets its objectives. It cannot use quantitative research as quantitative is associated with the positivist philosophy with a deductive research approach where the focus is on the data to test hypothesis and outcomes are generalised to a specific group (Lietz and Zayas 2010). The researcher needs a deep understanding of the phenomena under investigation, and hence the quality of the data is very crucial. With the research targeting to take multiple stakeholders' viewpoints, it is necessary for the researcher to understands each stakeholder's viewpoints and establish relationships within the stakeholder's group as well as inter-stakeholder groups. The potential population sample for the research is limited to only stakeholders who are involved or impacted by resort projects who are limited in the case of Oman with few tourism resorts built. The interaction with the participants in qualitative research takes place through interviewing small samples (Denscombe 2014). Moreover, with the lack of any related frameworks that evaluates the long-term resort project success criteria and factors, the researcher had no prior-theory or framework to test using quantitative methods. Although mixed-methods research is required in PM (Cameron et al. 2015), the researcher opted to take qualitative research to explore the rich context before any quantitative methods can be applied (Clark 1998).

Furthermore, for both of the areas of project success and tourism research, there has been a call for more qualitative research using an interpretative approach (Nugapitiya et al. 2015, p.256; Naidoo and Pearce 2018). Prior research in project success outputs was criticised for being generally quantitative, using objective surveys and not appropriately reflecting reality (Ika 2009; Biedenbach 2015; Shepherd 2015), whereas project success has subjective views that require an in-depth understanding of how different stakeholders perceive project outcomes (McLeod et al. 2012). Similarly, tourism stakeholder perception studies used mainly positivist methodologies (Naidoo and Pearce 2018) and were criticised for simplifying human perceptions and beliefs (Andriotis 2008). Qualitative methods, on the other hands, can capture the behavioural and perceptual aspects and real-life events that cannot be easily obtained through statistical procedures (Yin 2003). Wilson and Hollinshead (2015) assert that adopting qualitative inquiry approaches not only have gained acceptability in tourism research but also considerably contributed to the research by providing a deeper understanding of social, cultural, and political interrelations within the researched area. Qualitative research has had increasing acceptance in general management research and has been credited to its role in generating new theories (Gehman et al. 2018).

4.5 Exploratory research purpose

The nature of research can be classified into exploratory, descriptive, explanatory or evaluative research depending on the research questions (Matthews and Ross 2010). Driven by the research objectives, it is evident how the philosophy behind the research leans towards an exploratory purpose. The area of this research fitted best with exploratory purpose as project success is vaguely defined within the field of PM, especially when considering the long-term benefits of the projects. Besides, multiple stakeholder's viewpoints are rarely researched in the context of a developing monarchy country which this research targets to explore.

The exploratory research asks open questions to discover the case studied at its initial phases and usually characterised to be inductive (Bosch-Rekveldt 2015). The descriptive research attempts to obtain an accurate profile of the events, persons or situations and the researcher must have prior data about the phenomenon under investigation and sometimes follows from exploratory research (Matthews and Ross 2010). The explanatory research targets to establish causal relationships between different variables, whereas the evaluative research tries to assess how well the topic under investigation works (Matthews and Ross 2010). Both descriptive and explanatory research requires prior knowledge about the area to be researched, which is not available for this research; hence, this research has an exploratory purpose. Moreover, few studies investigated the project success in the context of tourism resorts where mainly the focus is on the long-term impact of such developments. The case study of Oman has also had little research exposure as the country is a developing country and has been shifting focus toward diversifying the economy and emphasising the role of tourism to achieve diversification.

4.6 Case study research strategy

Although this study has adopted qualitative research; the choice of an appropriate strategy becomes a complicated task due to the diversity of methods available within the qualitative research of inquiry. The decision of the research strategy is guided by the research philosophy, approach, and availability of other resources such as time, access to participants and data and aides the researcher in answering the research question and meet the research objectives. Some strategies are exclusively linked to quantitative research such as experiment and survey strategies; qualitative research such as ethnography, action research, grounded theory, and narrative inquiry; or can be used with either quantitative, qualitative or mixed-method such as documentary research and case study (Saunders et al. 2016, p.178). As this research is adopting a qualitative approach, a case study strategy was selected to meet its objectives.

Based on the previous choices made in this research and in accordance with the research question and maturity of the research area, the researcher opted for a case study strategy that best befits the nature of this study, being a qualitative inductive study. A case study is a profound enquiry in a real-life setting of a phenomenon and mostly used when the boundaries between the phenomenon investigated, and the context is not always distinct hence uncontrolled setting (Yin 2014, p.16). This, in contrast to the experimental strategy where contextual variables can be manipulated by the researcher to measure their impact (Matthews and Ross 2010, p.116). The case study can be used to investigate a variety of setting in the form of individuals, groups, organisations, events a country as well as other types (Saunders et al.

2016, p.184). It offers detailed data about participants‘ perceptions, attitudes, and behaviour (Foddy 1994).

Several scholars have used case study strategy in various research settings with interpretivist and positivist, deductive and inductively approach as well as exploratory and explanatory purposes (Yin 2014). Some scholars claim that interpretivist researchers are more attracted to develop detailed descriptions of their case study research (Ridder et al. 2014) and sometimes allowing readers to make their links to existing theories (Stake 2005). Other interpretivist researchers prefer working inductively and analysing their data and linking it to existing theories to refine and extend the theories (Ridder et al. 2014), which is what this research follows. Yin (2014) identified four types of case studies based on whether the case study is single or multiple and holistic or embedded.

This research utilises a single holistic case study within the boundary of Oman tourism resorts from a local community perspective. Several stakeholders from different groups related to tourism resorts in Oman were selected for interviews. Yin (2014) articulated that it was essential to define the unit of analysis in a case study in order to enhance the intended insight gained in a single case by using units and subunits. For the purpose of this research, the unit of analysis is stakeholder groups' (government, private, NGO and local communities) perceptions of project success. The interviews focus on the perspective of each participants taking their organisation viewpoint, i.e. their respective stakeholder group world view.

There are no clear borders between the case study and other qualitative research methods, such as action research, grounded theory, ethnography, and narrative inquiry. However, some profound aspects relevant to each methodology avert a researcher from entering into the zone of one methodology and making an informed choice to use other alternatives. This study cannot be an ethnography study because it is not the objective of the research to describe the cultural context of participants in the phenomenon and the effects cultural on the nature of the phenomenon. The purpose of ethnographic research is to understand the culture and belief of a group through immersion in their community (Snape and Spencer 2003). Similarly, in this study, this research cannot qualify for action research as the researcher is not part of the implementation of resorts projects program in the country. Action research is emergent research that requires repeating a particular process of inquiry that can help in developing solutions to real organisational' challenges through a collaborative approach and its impacts may go beyond the research project (Coghlan and Brannick 2014). Furthermore, this study is not suitable for a grounded theory methodology because the researcher does start with basic knowledge about the area investigated and does not seek to develop a novel theory in the field, but instead use theories from other fields. Besides, this research cannot be a narrative inquiry where it is not seeking the stories of individual participants instead trying to understand their perception of the long-term success criteria and factors for tourism resort projects in Oman.

A recurrent criticism of the use of case study research is the concern of generalisability of results to other situations or contexts (Yin 2014). However, this criticism has been refuted by referring to principles of generalisability, which is the product of testing a proposition many times in different contexts with similar results (Yin 2014). Besides, this criticism has been countered by the amount of qualitative and quantitative research conducted with their recognised contributions in the field (Saunders et al. 2016, p.185). Other criticisms of the case study are the time-consuming aspects of conducting the research as well as the issue of bias that the researcher can introduce to the data (Yin 2014). In this study, the researcher‘s preference has been kept to a minimum by avoiding presenting any success frameworks to the participants as well as by trying to minimise, providing leading answers to them.

4.7 Time horizon- cross-sectional research

The research design can be a 'snapshot' of a particular time, i.e., cross-sectional, or a series of snapshots of events over a period, i.e., longitudinal depending on the research objectives (Saunders et al. 2016). This study is cross-sectional, as the empirical stage capture the situation at one point in time. This approach supports the variation in success evaluation stages used across the project lifecycle. Tourism resorts have different impacts that are usually visible years after the completion of the project. The impact of such a project can influence the evaluation of the stakeholders, whether the projects are a success and beneficial or otherwise. Therefore, this research takes the multiple stakeholders' viewpoints of the success of the tourism resorts at 'snapshot' time years after project impacts are realised. The content review of government documents, although was carried at a different timeframe, is used to compare to the result of this study. It is not used as longitudinal research since the context of the documents are different.

4.8 Data collection

This section presents the data collection process and the data analysis techniques used in the empirical phase of this research. The primary data collection instrument used in this study was open-ended, semi-structured interviews with thirty-six participants representing different local community stakeholder groups related to tourism resorts in Oman. Details on the selection process of the study participants, development of the interview guide and interview techniques are also provided in the following subsections.

4.8.1 Data collection- semi-structured interview

Distinct multiple data-collection methods-such as observational methods, semi-structured, in-depth interviews, and focus groups have been recognised with qualitative research, although qualitative researchers differ considerably in the degree of using different methods. This research opted for the use of semi-structured interviews to allow flexibility in the interview questions while maintaining control over the flow of the interview. Although semi-structured interviews considered effective data collection instrument, it has been challenged.

4.8.1.1 Semi-structured interviews

Interviews are a means of data collection for qualitative methods and characterised to be a direct and effective method to get insight into a real-life phenomenon (Creswell 2009; Shepherd 2015). Interviews provide descriptions of a phenomenon from the perspectives of the interviewees rather than the researcher's perspective. Interviewing allows an in-depth exploration of a research area, which is valuable for interpretive inquiry (Charmaz 2006). Although the interview is similar to a typical conversation between two or more individuals; the formal interview differs by having a structure and a purpose (Kvale 1996) consent to allow the researcher to use the data, acknowledgement, recording, and the agenda is set by the interviewer (Denscombe 2014). The researcher develops the structure and purpose of a research interview following the research objectives which gives him/her control over the direction of the interview unlike in a normal conversation where it can be controlled by both parties and may not have a specific purpose. Interviews provide rich data and allow for explanation and expansion of questions and answers during the interview (Blumberg et al. 2011). Moreover, interviews have a higher response rate with the participant being carefully selected to fit the purpose of the research (Blumberg et al. 2011).

Interviews are categorised based on the characteristics of the interview process into structured, semi-structured and unstructured (Matthews and Ross 2010, p.221). Structured interviews ask respondents exact questions in the same order and provide optional answers for the participant to choose from; whereas unstructured interviews ask broad questions on the topic without structure except for minimal control by the interviewer to direct the interviewee to stay within research interest (Matthews and Ross 2010, p.221). A semi-structured interview is positioned in the middle between the structured and unstructured interviews. This type of interview has a defined purpose and seeks to obtain answers through a flexible wording of questions that are pre-established in the order of the arrangement of the questions which can be adjusted according to the flow of interview (Shepherd 2015; Robson and McCartan 2016). It further allows for follow-up questions that enable the interviewer to probe the meaning of respondent's answers as well as allows the interviewer to clarify the questions asked. Semi-structured interviews are valuable for exploratory research as they provide essential background or contextual material relevant to the research (Saunders et al. 2016, p.392).

PM social nature or soft paradigm has recently become widely recognised, which was reflected by the increase in the use of qualitative and mixed methods within PM research (Shepherd 2015). Interviews have been a preferred means of collecting qualitative data which is also evident in PM qualitative research (Shepherd 2015). This research used face-to-face semi-structured interviews as an instrument for data collection, which guided the conversation topic and at the same time allowed interviewees the opportunity to elaborate on the answers, which led to identifying multiple themes. Semi-structured interviews were selected because of the following reasons: a) the research is exploratory in nature, b) the research questions were specific and narrow, c) the research is concerned with investigating the specific phenomenon at a particular time, d) the researcher had access to stakeholders in the field, e) the researcher has a cultural background about the country where the research is conducted. The semi-structured interviews were instrumental in investigating the perceptions of stakeholders in the success of tourism resorts, and the flexibility of wording and arranging questions orders were beneficial when interviewing participants from different backgrounds, positions, and educational levels.

Although considered useful and effective data collection instrument, the use of interviews for research has been contested. Interviews are criticised for the significant amount of time needed for the interview process: selecting appropriate candidates, conducting interviews, and transcribing and analysing data (Neuman 2011). Moreover, interviews are challenged in term of their validity and reliability (Shepherd 2015). The reliability issues are challenging to attain as it is not practical to demonstrate that other researchers would obtain similar data, and consequently, the same conclusions (Easterby-Smith et al. 2012). This is due to the bias that interviewer can introduce that can influence the interviewee responses or response bias which is caused by the interviewee's perceptions about the interviewer (Saunders et al. 2016, p.397). The cultural differences arise between the interviewer and the intended interviewee, where the interview is perceived as a product of individualistic societies (Gobo 2011). Besides, findings from interview-based research may not be repeatable as it reflects the reality at the time, which is prone to change over time (Shepherd 2015). The impact of the challenges that surround the use of semi-structured interviews can be minimised by scoping the time impact of interview process into the research project; i.e., allowing more time for data collection and analysis. The interview bias is part of the data collection process, and the researcher ought to minimise the effect on the quality of the results by informing the interviewer that interviews are anonyms and participation is voluntary and interviewees have the right not to answer any questions. Bryman (2016, p.479) suggests recording interviews to take full account of exchanges with the participants to capture not only what they said, but also the way it was conveyed. In this research, all interviews but one were recorded with the permission of interviewees. As far as the cultural differences, the researcher is Omani national and understands the language, cultural and societal differences that can have an impact on the research process. Ghauri and Grønhaug (2010) suggested interviewer training, clarification of interview questions, and pilot testing the questions can help improve the quality of the data. The researcher has reviewed the interview questions with the supervisory team as well as conducted pilot testing with six participants which will be discussed in section 4.11.

4.8.1.2 Interview guide

An interview theme or guide is an essential tool in semi-structured interviews. It helps the researcher focus on the purpose of the interview and offer structure and control over the direction of information flow (Bernard 2017, p.212). On the same course, the interview guide gives the impression that the researcher appears competent and well prepared during the interview as well as establish reliable and comparable data (Bernard 2017, p.212). The interview themes were derived from the literature review conducted by the researcher (Mazzei and Jackson 2012) and evolved around the main research question of the study. An interview guide reflecting the research objectives was developed, as shown in see Appendix 3: Interview Questions Theme. The interview questions were flexible and were asked depending on how the conversation flows with the participants to allow participants to say reflect their experience in their way (Matthews and Ross 2010). The order of questions asked was flexible to allow a natural flow of information from the interviewee, which allowed the researcher to ask to follow up questions according to answers received. The researcher permitted the participants to choose their preferred language for the interview to give them a chance to freely express their views without having to worry about language barriers. Most of the interviews were carried in English as there were expatriates in the participants' list as well as Omanis who preferred using it. However, the interviews mainly with the residents, and government representatives were carried in Arabic and then translated to English before starting the coding process. The selection of suitable candidates for the interviews is one of the key elements that contribute to the success of the data collection instruments.

4.8.1.3 Purposive and controlled snowballing participant selection

Selecting interview participants randomly may not be effective since there is no assurance; they have the knowledge necessary to provide useful research data (Shepherd 2015). The subject of sampling in either quantitative or qualitative research is a cornerstone issue. Sampling enables researchers to reduce the amount of data collected by considering only a subgroup rather than all possible cases (Saunders et al. 2016, p.272). This research used purposive and controlled snowball sampling to select the most suitable candidates. Moreover, the number of participants was decided based on the richness of the data collected as well as homogeneity of the sample chosen.

In quantitative research, population sampling is guided by entities of hypotheses under test where random or probability sampling is considered appropriate and in some cases is essential to produce evidence that allows the generalisation of findings within the population. On the other hand, qualitative research, in most cases, uses non-probability sampling where respondents are selected based on their experience of the phenomenon under study and, thus, their ability to contribute to building theory (Saunders et al. 2016, p.297). The non-probability sampling was selected for this research as it helps to choose the appropriate participants for the research based on their knowledge and relevance to the topic. One form of non-probability sampling is purposive sampling which is particularly well suited for creating an 'exploratory' sample.

> *"It provides a way of getting the best information by selecting people who are most likely to have the experience or expertise to provide quality information and valuable insights on the research topic" (Denscombe 2014, p.59).*

Purposive sampling also allows researchers to use subjective judgment to select the most suitable people for the research questions and who meet the objectives of the study. The sampling of the participants should include different stakeholders' groups (Yuksel et al. 1999). The second type of non-probability sampling is snowball sampling, where the researcher obtains lists of potential respondents from a participant of the study. The researcher then evaluates the suitability to the research objectives and contacts them accordingly to request them to participate in the study, making it controlled snowballing rather than uncontrolled, where participants list may spread widely. This process is repeated until saturation is reached, thus the name snowball sampling.

This research employed a mix of purposive and controlled snowball sampling to assist in selecting the interview participants. At the beginning of the empirical study, purposive sampling was used to identify potential respondents who were believed to have information about the success evaluation of tourism resort projects in Oman. The research focuses on the long-term success constructs; hence the stakeholders who are targeted are (1) government or public sector, (2): private sector and entrepreneurs, and (3): non-governmental organisations, interest groups, and the general public (Nunkoo and Ramkissoon 2013). Participants were chosen to represent these categories of stakeholders to obtain different perceptions, and they were selected based on their knowledge, experience, and influence in the tourism resort development. The participants in this study were chosen from different organisations such as the Oman Ministry of Tourism (MOT); resort investment and operating companies, special interest groups such as the Oman environmental society and members of the community where the resort projects are located and any other group that may be suggested during the research. The initial participants' list took into account the perceptions of the policymakers who develop the overall policy, the private sector who mainly invest with the objective of getting high returns and non-governmental organisations and the general public who are impacted by such projects, expecting benefits from these development projects — the researcher intended to interview senior officials from the ministries as they are well informed about the policies and can have influential contributions. For example, a request letter was sent to the Minister of Tourism informing him about the research and requesting him to participate in the interview. A positive response was received, and an interview with him was arranged; however, recording the interview was not allowed as per the request of the participant, and hence, the researcher took notes instead.

Moreover, a question was asked to the participants to suggest any possible stakeholder groups that may be important for the context of the research. Certain candidates were proposed and evaluated for suitability of interview. In cases, the participant suggesting the potential participants would arrange the interview directly with them, which was much more manageable. In other cases, the participants suggested the name and the researcher arranged the interview accordingly once suitability for the research is confirmed. Table 4-2 shows the list of the participants and whether purposive or snowball sampling used.

Table 4-2 List of interview participants

Stakeholder Group	Code	Omani/Expat	Group	Sampling
Government	GV1	Oman	Ministry of Tourism-Sur	Purposive
	GV2	Expat	Ministry of Tourism-MCT	Purposive
	GV3	Oman	Ministry of Tourism-MCT	Purposive
	GV4	Oman	Ministry of Environment - MCT	Snowball
	GV5 (two participants)	Oman	Ministry of Tourism-MCT	Purposive
	GV6	Oman	Oman tourism college	Purposive
	GV7	Oman	Ministry of Tourism- MCT	Purposive
Investor	IN1	Expat	Dhabab project	Purposive
	IN2 (two participants)	Oman	Omran Resorts	Snowball
	IN3	Oman	Omran Management	Snowball
	IN4	Oman	Asas investment	Purposive
	IN5	Oman	Golden Investment	Purposive
	IN6	Expat	Omran Management	Purposive
	IN7	Oman	Private investor	snowball
	IN8	Expat	Zahara	Purposive
	IN9	Expat	Sifawy investment	Snowball
Operator	OP1 (two participants)	Expat	Anantara resorts	Purposive
	OP2	Expat	Alila resorts	Purposive
	OP3 (three participants)	Expat	Nahda resorts	Purposive
	OP4	Expat	Shangri-La	Purposive
	OP5	Expat	Omran-Crown plaza	Purposive

NGO	NG1	Oman	Oman environmental society	Purposive
	NG2	Oman	General Federation of Oman Trade Union	Purposive
Residents	RD1 (5 participants)	Oman	Sifa	Purposive
	RD2 (2 participants)	Oman	Jabal Akhdar	Purposive
	RD3	Oman	Bidyia	Purposive
Total participants	36			

4.8.1.4 Interview process

The selected participants were contacted by the researcher to organise the time and the location of the interviews that best suits them. The researcher provided the details about his name, role, and research. Besides, the researcher informed the participants before the interview the purpose of the research in broad terms and explained why the participants were selected to participate. Furthermore, the participants were informed about their voluntary right to participate, and if they decided to do so, they were assured about the confidentiality and anonymity of the respondent's identities.

The researcher interviewed different stakeholder groups to discuss how they perceived the long-term success of tourism resort projects and the factors that contribute to their success. Table 4-2 shows the list of stakeholder groups, the number of participants and the coding used to identify them to keep their anonymity. The reference that will be made in this report to the participant will take the code group with the number of the interviewee; for example, when government stakeholder will be quoted, it will GV4. The GV represent government stakeholder, and 4 is the number of interviewees within the government stakeholders. The interviews were recorded on a digital recorder and took from 20 minutes to 90 minutes, depending on the time she/he allowed and whether questions were answered thoroughly. One of the interviews was not recorded as per the interviewee protocol. The interviewee was a senior government official, and to get a meeting with him, no recording was allowed. Hence, the researcher took notes of the important point discussed related to the research questions.

4.8.1.4.1 Deciding the number of participants

Deciding the right number of interviews in qualitative research is hard to determine as there is no 'one size fits all model' (Fusch and Ness 2015, p.1409). Researchers in qualitative research come up against the concept of data saturation when interviewing study participants (Walker 2012; O'reilly and Parker 2013). Mason (2010) presented an extensive discussion on the concept of data saturation by reviewing PhD theses and found that the range of participants per research varied from one participant to 95 participants with the most common sample size being between 20 and 30. The point of saturation, he asserts, is challenging to determine as it is elastic and changes according to the researcher (Mason 2010). Hence, concepts of richness and thickness of data can be used to decide when to stop the interviews (Dibley 2011), instead of the number of participants (Burmeister and Aitken 2012). The richness of data is related to quality in terms of details, intricate layers and more; whereas, thickness relates to quantity (Fusch and Ness 2015). Guest et al. (2006) suggest that in research where there is a 'high level' of homogeneity among the population, a sample of six interviews may be adequate to construct rich data.

Qualitative researchers in both PM and tourism have used theoretical saturation to determine the number of interviews. Shao and Müller (2011) research on the development of program constructs of success reached theoretical saturation using fifteen interviews from different stakeholder groups and countries. Joslin and Müller (2016) used nineteen interviews from nineteen different organisations in their research on the impact of project methodologies on project success before reaching theoretical saturation. However, they were not specific measures that outlined how the theoretical saturation was reached. Nunkoo and Ramkissoon (2016) research on stakeholders' views on enclave tourism had fourteen interviews from four different stakeholders' groups where they thought they reached saturation and found no additional value in conducting more interviews.

This research considered the views of different stakeholder groups and interviewed thirty-six participants. The number of participants from each stakeholder group depended on the richness of the data and the homogeneity of the sample that supports in determining the number of participants. The researchers interviewed at least eight participants from each stakeholder group, except for NGOs. NGOs existence and roles were found to be limited in the country. For example, from the investor and operator stakeholder group, ten and eight participants respectively. Investor stakeholder participant's group had some differences in terms of position and nationality; hence more interviews were conducted to increase the richness of the data. However, the operator group was more homogenous with the participants being an expatriate and in similar operational positions. In the government stakeholder group and residents/NGO, eight and eight and two participants were interviewed respectively as the sample was more homogeneous, and many repetitive themes were repeated during the interviews. The richness of the data was more evident during the data analysis stage, where the variety and number of codes developed in response to the interview guide provided great insight to answer the research questions.

4.8.1.4.2 Challenges with arranging participant interviews

Although no obstacles were expected when arranging the interviews, there were challenges. Each stakeholder group has its own issues that emerged when arranging the interviews. The researchers, however, had the advantage of being local and understood the language and culture. Besides, the researcher prepared two letters from the university and the research sponsor to support the recruitment of participants.

For the government stakeholders, the issues ranged from their busy schedules, lack of interest to participate and the summer holiday season. Participants were approached mainly through recommendations, and certain participants did not express an interest to participate. It was important for the research to interview as many government stakeholders as possible from different departments. Besides, it was essential to interview decision-makers from the government to understand their perception of the success of the resort. The researcher tried arranging interviews by different means, such as the use of networking and sending a formal request. For example, the researcher wrote a letter to request to interview the Minister of Tourism (GV5). The letter explained the nature of the request and was handed in at the Ministry post. It took a few weeks until the researcher received a call to arrange the interview time with the Minister, which was a surprise to the researcher, as he did not expect it would happen. On the day of the interview, the Minister was accompanied by one of the general managers where they were both participating in the interview. In line with the protocol of the Ministry, the researcher was not allowed to record the interview, instead only took notes of the important points discussed. The researcher approached different general managers at the ministry but was not successful due to different reasons.

As far as the private sector participants were concerned, i.e. investors and operators, the challenges were mainly to find appropriate candidates and accommodate the interviews into their busy schedules. The researcher had used networking and snowballing through the participants to arrange interviews. The researcher interviewed investors and operators from multiple resort projects, ranging from mountain (i.e. OP1, OP2, IN8), sea (IN1, IN2, IN9, OP4) and desert (i.e. OP3) resorts. This has required long drives between the areas and required overnight stays at locations.

For the NGO, the researcher tried to identify the relevant NGOs for tourism resort projects. Limitation of human resources was one of the barriers in arranging interviews; however, the researcher managed to interview two NGO representatives. As their limited role became evident, see section 5.4.5.2, no further attempts to interview other NGOs were made.

The challenges with the residents were of a different nature. Most of the resort locations were remote, such as Aljabal Al Akhdar, Sifa and Al Nahda, which required long hours of driving. Besides, it was a requirement to know people within the community to bridge the gap and allow interviews to take place. Two resort areas were visited; one was about one and a half hours drive from Muscat in a beach area, and the other was a three-hour drive from Muscat in the mountainous region. These interviews were arranged through a family member and a friend. They knew residents in these areas and arranged with them to participate in this research. The other difficulty with the residents was that few of them had fears discussing openly anything that touches government policies in any way. However, the researcher ensured that the interviews are anonymous and are only used for the purpose of the research.

One of the key advantages of the researcher is his knowledge of the local culture and language, which allowed a deeper understanding of the different dynamics of the stakeholders. Miller and Crabtree (2004) argue that speaking the participant's language is crucial in making sense of their experiences. There are different ways of saying things and certain things that may not be said, which require linking the language and culture between the researcher and participants (Lincoln and Denzin 2003). The interviews were carried out in a mixture of languages where participants' (i.e. GV1, GV3, GV5, IN6) preferred to carry out the interview in Arabic, and others (IN6, IN1, GV2) in English, to which the researcher had granted them their requests.

Moreover, in order to facilitate the research, a letter from Bournemouth University, as well as the research sponsor (Oman Ministry of Higher Education), was issued to provide support in arranging the interviews. The interview questions were translated into Arabic to ensure that the participants had an ease of expression in their preferred language. A copy of the information sheet and a copy of the consent form, Appendix 4: Consent form and data information sheet, were handed to participants to review and sign. The information sheet described the purpose of the study and the reasons for approaching those individuals to participate in the study. The contact information of the researcher and his supervisors was also provided in case it was required. Most of the interviews took place at the participants' offices where they felt comfortable, and the interviews were not disturbed and.

4.9 Data analysis process- coding and themes development

As each qualitative research is unique, the analytical process is also unique (Patton 2015). The data analysis starts with the literature review where the emergence of general themes to be investigated appears, and the interview process extracts specific themes on the topic from the participants. Once data is collected, the 'process of immersion' starts where the researcher becomes familiar with the dataset and looks for developing themes (Braun and Clarke 2013, p.214) and reflect on them (Bazeley 2013, p.15). The interactive nature of data collection allowed themes and categories to emerge while collecting the data (Corbin and Strauss 2008). The research followed the process recommended by Miles et al. (1994) to analyse the interview information through three parallel flows of actives: data reduction, data display, and data conclusion and verification. The data reduction aspects were conducted following Saldaña (2015) process of coding. The codes generated in this research, Table 4-3, were data based instead of literature as there has not been, to researcher's knowledge, any similar research with

PM and analysis was carried in two phases. Table 4-3 demonstrates the data analysis process leading to the data conclusion and model development.

Table 4-3 Research coding process

Pre-development of themes	Development of main themes out of interviews
Familiarisation with the data while transcribing	Transcribing the interviews and development of initial codes using in vivo and concept coding technique
Generation of Initial Codes	Coding of interesting features of the data in a systematic manner across the entire dataset collating data relevant to each code
Development of codes and categories	Reading and rereading the data making notes of initial ideas, joining stakeholders' groups in order to compare their viewpoints
Organising codes into themes	Ordering codes into potential themes, gathering all data relevant to each potential theme
Reviewing of the themes	Checking that the themes work in relation to the coded extracts and the entire dataset
Definition and naming of themes	Continuing the analysis to refine the specifics of each theme while generating definitions and names for each theme
Presenting the themes per the research questions	The final opportunity for analysis. Selection of clear and compelling extract examples

Data reduction involved summarising and simplifying the data collected through different means, including coding and categorising data. Categories obtained through this process can come from two sources: those obtained from participant's interviews and those coming from the literature review and considered to be necessary for the topic (Lincoln and Guba 1985).

> *"Coding is a process of identifying aspects of the data that relate to your research questions" (Braun and Clarke 2013, p.206) or is*

> *"a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language based on visual data" (Saldaña 2015, p.4).*

By coding the data into categories, similarities between the answers were prevalent regarding the resort success criteria and factors. Themes were then developed to represent the tacit processes (Rossman and Rallis 2011). The interview questions were coded and categorised based on the relevant interview questions on the cyclic coding process. It is important to highlight that during the coding process, researchers capture significant ideas or issues without losing the meaning of the original data (Saldaña 2015).

PM research has been mainly characterised as positivistic and analysing the data quantitatively. Besides, this research is focusing on long-term success criteria and factors where there were not, to the researcher knowledge, any qualitative research that has developed codes that can be adapted for this research. Therefore, with this research being exploratory with limited related literature, categories and codes were based on participants' interviews.

The purpose of open coding was to divide the data into concepts which are done in the first cycle coding by using a mixture of 'in vivo' and concept coding. 'In vivo' coding is initiated based on own participant terms as they are prioritised and honoured whereas concept coding is based on the concept under investigation by the research that symbolically represents a 'bigger picture' (Saldaña 2015, pp.105-119). These codes were selected because they align with the research aim and objective, where the researcher prioritises the participants own words to develop a concept that is relevant to the phenomenon investigated.

The second cycle coding was used to develop categories and themes that led to the development of a theoretical basis from the first cycle codes (Saldaña 2015, p.234). This was done by reorganising data coded through the first cycle by utilising focused and axial coding techniques. Focused coding looks for the most frequent or significant codes in order to develop categories by selecting the most from the initial cycle coding (Charmaz 2014, p.138). The axial coding arranges categories based on the relationship between them (Charmaz 2014, p.148; Saldaña 2015, p.236). The second cycle coding process may be repeated several times to ensure to capture maximum themes and relationships.

The data display is the process of presenting the data in the form of a diagram, charts, matrices or network that helps to interpret the data and develop further conclusions from it. Then the data conclusion and verification looked for patterns and causal relationships about the emerging themes. The data, along with the developed themes, were used to establish arguments (Bazeley 2009) to support the reached conclusions.

4.9.1 Model development

Coding is ‘cyclical act’ where it requires more than one attempt to enhance it (Saldaña 2015, p.9). For this study, the researcher developed a two-phase data analysis strategy. The first phase examined the viewpoints of each participant on what were long-term the success factors and criteria for the resort projects as well as who are the important and relevant stakeholders. The second phase compared and contrasted these viewpoints at both stakeholder group level and cross groups. The process moved from specific to general as suggested by Richards and Morse (2013, p.173):

> *“Categorising is how we get ‘up’ from the diversity of data to the shapes of the data, the sorts of things represented. Concepts are how we get up to more general, higher level and more abstract constructs”.*

The researcher ability to link interrelated themes and concepts leads to model or theory development (Braun and Clarke 2006). Figure 4-2 shows the process of model development implemented in this research.

For the first phase, the researcher conducted at least four cycles of coding. The first cycle was done during the transcription of the interviews, where initial codes and categories started to develop. The 2nd coding cycle was done where codes were created based on the questions and topic discussed regardless of the stakeholders. A set of general codes and categories were developed. The 3rd set of coding was conducted based on two variables, the questions and the stakeholders which generated stakeholders’ specific codes and categories. The fourth set of coding further refined the coding; similar stakeholders were grouped based on their interest and answers. For example, operators and investors were grouped since they both represent a business stake in the resort projects. The residents and NGO also were grouped based on their common interest and limited role in the decision making of such developments. This has led to the development of stakeholder's specific criteria and factors.

For the second phase, the researcher compared and contrasted the different group's success criteria and factor with looking for commonalities and linkages between them. This has led to the development of the success model for resort projects in Oman which further discussed in chapter 6.   In both phases, the researcher reviewed the possibility of potential relationships between different variables and noted patterns and developing themes. Also, the researcher allowed themes to develop from extreme cases where question participant responses led to such as the confusion between success criteria and factors which will be further explained in section 5.2. This theme was not probed for in the original interview guide.

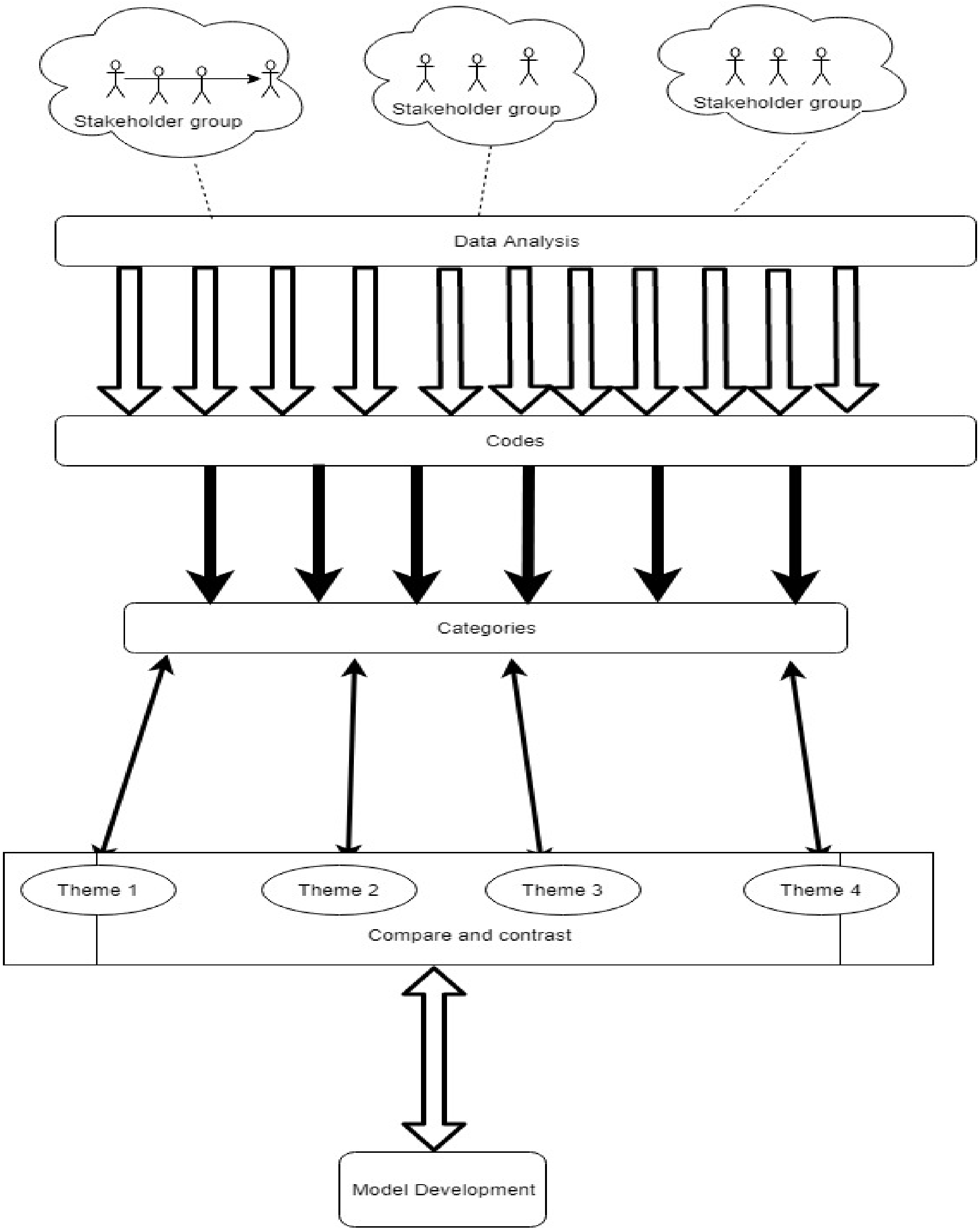

Figure 4-2 Data analysis and model development process

4.9.2 Examples from the coding process

The transcript of each participant was read several times and analysed separately to identify emerging themes. This process was vital as it helped to identify the specific meanings stakeholders attributed to the phenomenon under investigation (Mehmetoglu and Altinay 2006). The first cycle coding was kept as open as possible and utilised both in vivo and concept coding technique (Saldaña 2015). In vivo' coding was initiated based on participant's terms (p.105) which is very useful in inductive research, whereas concept coding is based on the concept under investigation by the research (Saldaña 2015, p.119). Table 4-4 shows a sample of in vivo and concept coding conducted for the question of success criteria for the government stakeholders. The list of the initial codes that were generated for the questions on success criteria and success factors are in Appendix 5: List of initial themes in the data analysis. They are listed per the stakeholder groups.

Table 4-4 First cycle coding for success criteria of government stakeholders

Data Analysis Coding 3- GV		**This is the 3rd data analysis. It aims to split the initial coding to the smallest codes possible,**	**Files**	**References**
Attracting Tourists-C	In vivo	*Their main objective is to attract the travellers. The Ministry wants more people to come and stay here because. *As far as MOT criteria, attracting tourists	2	2
Availability of supporting activities-F	In vivo	*It has to attract tourists, also there have to be different activities. The tourist is not coming to stay in the hotel only; he wants to stay in a resort, for example on the beach, with different activities that can be done whether a resort or desert camps. What is available in them? For instance, in Al Jabal Al Akhdar, they have trekking and hiking. So, having an attractive location is necessary. *Different facilities and activities at the resort are an important factor of success; comparing Anantara to Alila.	2	2
Beautiful nature-F	Concept	*All of Oman touristic strength is linked to nature and the environment, so if the investors utilise these strengths it to develop tourist projects, it will be great.	1	1
Daily Prices-F	Concept	*Checks whether the charges are reasonable *Prices of resorts	2	2
Destination services	In vivo	*Availability of other services in the destination... *Cater to different tastes in the industry (Japanese vs Western).	1	2

Direct airline routes-F	In vivo	* Second, having direct air routes to the country. *Airline roles to open more direct routes to tourist sending areas.	1	2
Environmental Sustainability-C	Concept	*and it shall always mingle with the environment *Resort shall match with the environment. What we mean is that it should be a green type of building. Green building means is to use the local materials, the construction shall have sufficient greenery, shall have sufficient garden, sufficient lighting, try to give maximum natural light than the artificial lights.	2	6

The first cycle of coding produced codes that needed to be synthesised which was carried out on the second cycle coding. The purpose of second cycle coding is grouping the first cycle codes into a smaller number of categories or themes (Miles et al. 2013, p.86). The second cycle coding methods reorganised data coded through the first cycle, where focused and axial coding was utilised. Focused coding is based on frequency or significance of the first cycle codes to develop the most relevant categories in the data (Saldaña 2015, p.240) whereas axial coding arranges the categories based on the relationship between the codes (Charmaz 2014, p.148). Table 4-5 shows an example of codes and categories developed for investors and operators question on success criteria. It demonstrates the first and second cycle coding and category name.

Table 4-5 Coding cycles for private sector success factors

Participants	**Participants views (extracted from transcripts)**	**1st Cycle coding**	**2nd cycle coding**	**Categories**

GV2	Their main objective is to attract travellers. The Ministry wants more people to come and stay here	Increasing the number of tourists	The increasing number of tourists and night stay-C	Contribution to national tourism objectives
GV1	They start by developing a few phases, and usually, they move to the next phase is decided upon the success of the previous one.	Extension to project		
GV1	We ask them to employ residents as a priority to avoid any problems and sensitivity with the community	Employment of residents provide other services to the community C	The extent of project support to community	
GV4	We also look at the social aspects, is this project going to provide services to the local society, i.e. provide public facilities with subsidised prices for local			
GV3	Using the local community products also.	Using local products		

Similarly, Figure 4-3 shows a sample of how the first cycle codes were grouped into the second cycle and then developing the categories for the success criteria for government stakeholders. The codes that are placed in the category of contribution to national tourism objectives category are the measures that the government have set to be part of their strategy to promote the country and are supported by the development of tourism resorts in the country. The data analysis of the research was conducted in relations to the interview guide where every question was analysed separately while allowing for emergent themes to come, as indicated in Figure 4-4.

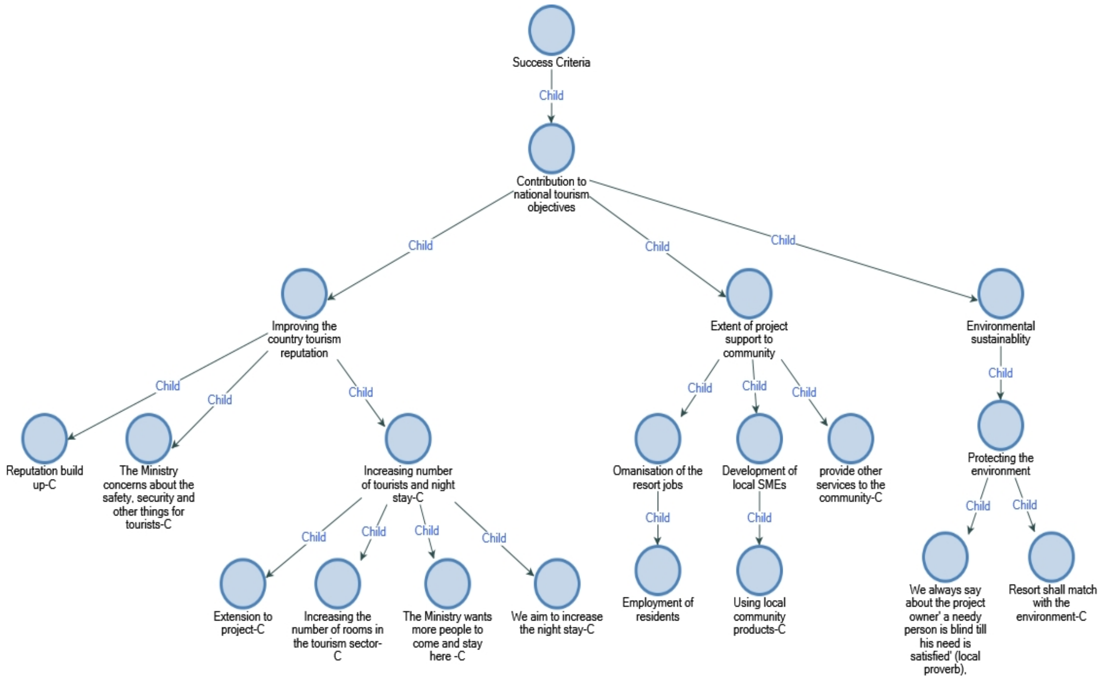

Figure 4-3 Second cycle coding example for government success criteria

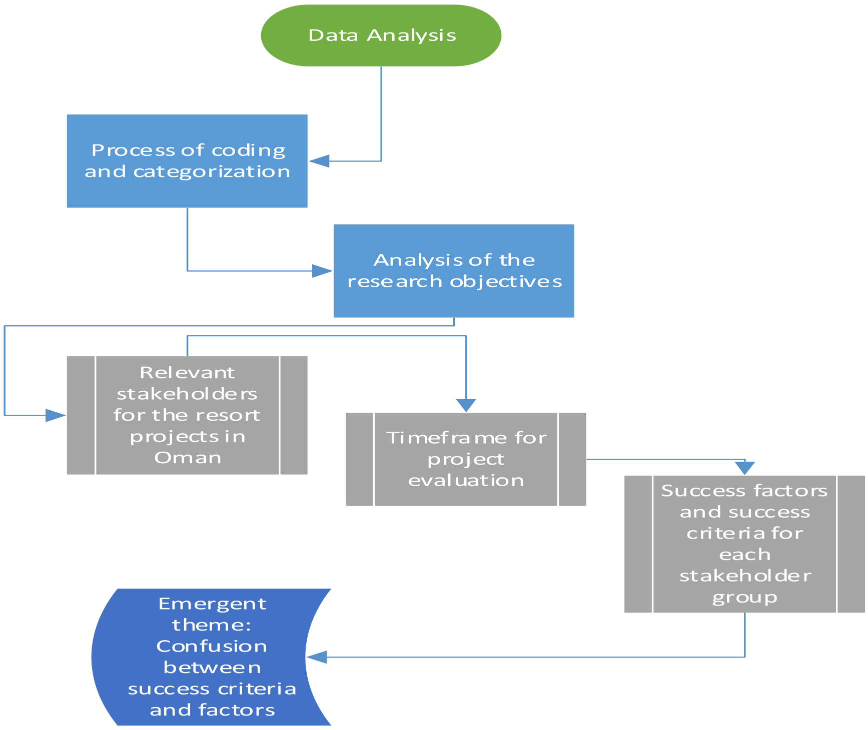

Figure 4-4 Research question analysis flow

4.9.3 Content analysis- Government documents

Besides interviewing participants from multiple stakeholder groups, this research utilised secondary data in the form of official government documents and sponsored research. The use of the secondary data was intended to provide a holistic viewpoint on the topic and triangulate with the collected data as applicable. Hsieh and Shannon (2005) assert that there are three approaches in content analysis: conventional, directed or summative. In the conventional content analysis, coding is directly derived from the text whereas the directed content analysis starts with a theory to guide the initial codes and the summative involves comparing and contrasting and interpreting the content (Hsieh and Shannon 2005). This research mainly used the summative approach where codes derived from this research will be compared and contrasted to the content of these two documents.

During the interviews of with one of the participants, two documents were made available for the researcher as a consequence: Oman Tourism Strategy (OTS) (2016-2040) and the research on the full impact of integrated tourism complexes (ICTs) in Oman. The THR innovative tourism consultants developed the Oman Tourism Strategy for the Ministry of Tourism of

Oman. It included the Ministry long-term vision for the tourism in Oman. The research on the full impact of (ICTs) in Oman was conducted by researchers from Sultan Qaboos University in cooperation with the Ministry of Tourism (Hamza et al. 2017). The objectives of the research were to understand the means of making the ICTs successful by avoiding common challenges that faced different ICTS (Hamza et al. 2017). Both of these documents were reviewed by the researcher and analysed using a similar coding approach as the primary data.

The two documents utilised for this research constitutes two crucial aspects of the government approach toward tourism, future strategy and review of the impacts of the previous developments. Therefore, the documents provide both historical background and future direction of tourism in Oman. The OTS has built on some of the issues that were raised from the impact assessment research of the ICTs in Oman in areas such as wider stakeholder involvement at early stages of the developments. This was demonstrated by the wide range of stakeholder consultations that have led to the development of OTS.

4.10 The use of NVIVO in the research

Software applications can support in different phases of the research with the discretion of the researcher. For example, NVIVO has a wide range of applications and support in the research work, and the researcher opted to use it in the early stages of the research. The researcher attended workshops organised by the university to get introduced to the software and how it can be applied to facilitate the research process. NVIVO can be used at various phases of the research project, including the literature review, data analysis and discussion and presentation of the themes. It was used as a database that contained most of the literature articles, books, and related material. One of the advantages of the NVIVO or similar computer-aided qualitative data analysis software is its search and querying capabilities that allow a fast collection and displaying of keywords and phrases (Saldaña 2015, p.34).

The researcher, at early stages of the research journey, started using NVIVO to compile all relevant articles, books and related material which were imported to the NVIVO and filed into different folders of similar themes. For example, there were folders for articles and associated publications for project management history, project success, stakeholders in project management, tourism, resort, and Oman. Similar articles were placed in the same folder that facilitated quick access to similar topic articles as well as conduct queries searchers more efficiently. Figure 4-5 shows a screenshot from the NVIVO of the literature review folder where it demonstrates the capability NVIVO has in organising the research files. The folder has about 600 documents that were used throughout the research process. The use of NVIVO in PM research has demonstrated to be useful (Uribe et al. 2018) with more researchers taking advantage of it such as Laursen and Svejvig (2016), Di Maddaloni and Davis (2018), Eskerod and Ang (2017) and others. Literature review themes were developed as articles were read and researcher highlighting areas of interest and compiling them in specific nodes. Figure 4-6 shows the initial themes emerged from the literature review that has shaped the research questions and objectives.

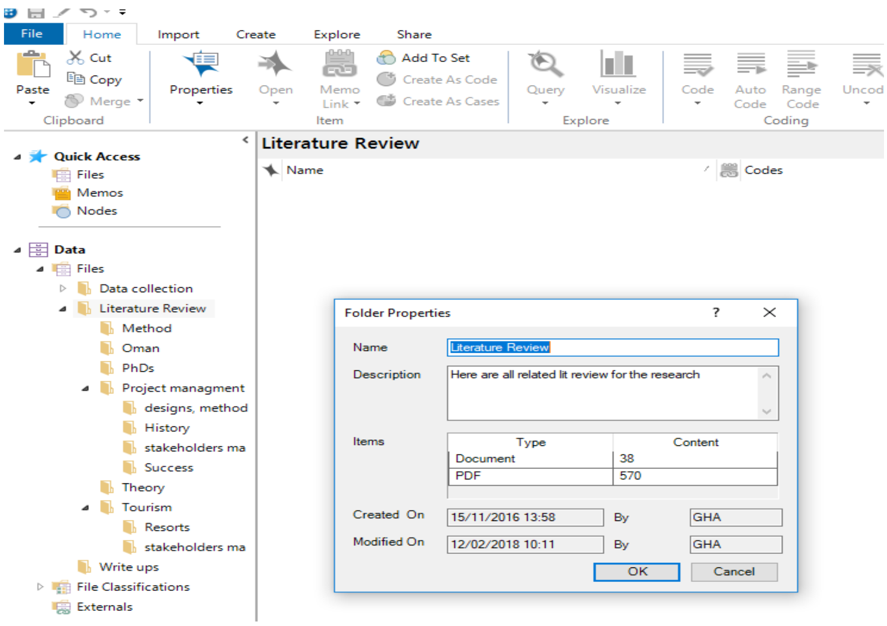

Figure 4-5 Using NVIVO for Literature review

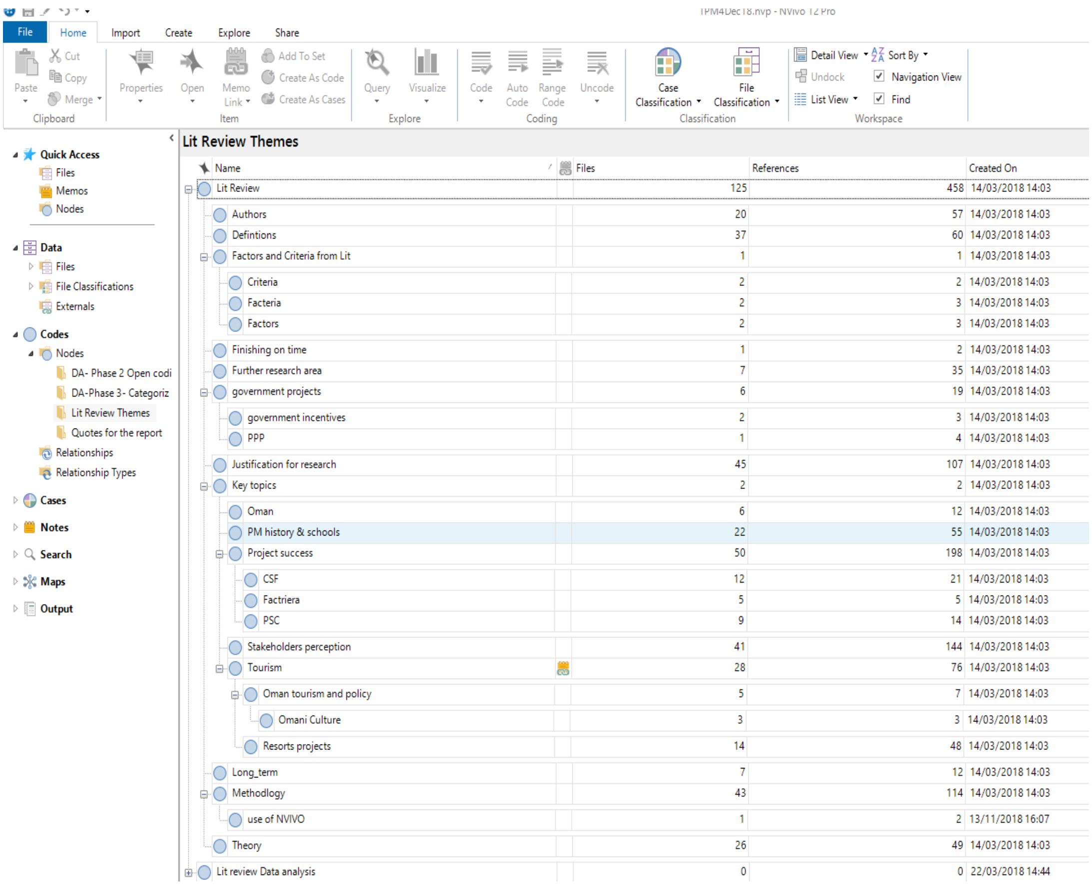

Figure 4-6 Using NVIVO to build literature review themes

Once the data were collected, the researcher started transcribing the interviews using the facilities provided with NVIVO that enables the researcher to slow down and repeat audio as required to ensure proper transcription of the interviews. The researcher started developing codes along with the transcription process, as recommended by (Saldaña 2015). The coding process will be further elaborated in the next chapter of the data analysis.

It must be noted that when using NIVIVO software for litterateur review and data analysis, the researcher did not allow the software to carry out the analysis; instead, the software was used as a tool for efficiency and organisation of the data. NVIVO software aids in the transcription of the data and support the speed and accuracy of the analysis (Zamawe 2015). Using NVIVO supported researchers in the analysis by eliminating the restrictions imposed by paper processing and people's memory (Bazeley 2013, p.18).

4.11 Pilot study

In order to trial the appropriateness of the research strategy selected, data collection research was piloted during the World Travel Market event in London on November 2016, an event generally attended by government officials as well as private sector representatives (WTM 2016). The data collection method should be tested to see how it works in real situations (Denscombe 2014, p.165). Pilot studies are crucial to ensure the study questions are clear, and participants can take part in the study (Yin 2014). Also, pilot interviews help in enhancing the confidence of the interviewer and raise his/her familiarity with questions to be asked (Bryman 2016). The data obtained from the pilot study can be used to design additional data collection tools and possibly identify other stakeholder groups to interview. Furthermore, the study was used to test the data analysis process.

4.11.1 Pilot study data collection

WTM is a leading event for the travel market, which is well attended by travel professionals from around the world (WTM 2016). Oman, represented by the Ministry of Tourism (MOT), participated in the event with a delegate consisting of leading travel and hospitality companies. The researcher visited the event for two days, where, on the first day, the researcher tried to meet related personnel and organise times for interviews. As this event is mainly 'business-to-business' (WTM 2016), it was challenging to be accommodated into the participants' busy schedules. However, the researcher successfully managed to conduct three interviews with resort companies and collected information from two additional resorts.

Moreover, an additional three interviews were conducted at a later stage to cater for the different stakeholders' representation; the three additional participants represented the policymaker, an NGO, and local community's views. The participants selected represented the mixture of private resort companies and public-private partnerships in addition to an NGO (Oman Federal Trade Union), a resident and one participant who was part of the tourism policy 2040 preparation team. The interviews conducted varied in duration and coverage of the questions. The interview questions were designed with the goal of finding information that met the objectives of the research.

The interviewees were given the participant information sheets and then asked to sign the consent forms. The researcher informed to respondents that they are allowed to use both Arabic and English language in for the interview. The researcher covered different questions with different participants and changed the order of the questions depending on the flow of the conversation. All the questions asked were answered by the participants, with few that required additional clarifications from the researcher. The interviews were recorded with the permission of the participants and were then transcribed using NVIVO software. The transcripts of interviews were checked by the researcher's supervisors who suggested to the researcher to be very alert during interviews and avoid providing leading answers and allow respondents to talk more and provide detailed accounts of the realities of their experience.

The data obtained were analysed using the thematic coding process explained above in section 4.8.1.4.2. The pilot study's data analysis was used for comparative purposes with final data analysis as similar themes had developed in both. It assured the relevance of the research questions and other research methodology process. Moreover, it highlighted the potential role of social exchange theory in understanding how success is perceived between the different stakeholders.

4.12 Research credibility, transferability, dependability and confirmability

Quantitative research uses the validity and reliability as measures for research assurance and strength of the data which are not necessarily applicable for qualitative research (Long and Johnson 2000; Lewis and Ritchie 2003; Rolfe 2006). Reliability is related to the replicability of the research findings if research is conducted using similar methods whereas validity refers to the 'correctness' of the research and both were developed in natural sciences (Lewis and Ritchie 2003). The replication in qualitative research has been criticised on different grounds (Lewis and Ritchie 2003), especially understanding the expected complexity of the phenomenon researched and context influence on it (Lincoln and Guba 1985). Similarly, the validity of qualitative research can be measured using more appropriate criteria such as credibility and transferability, as suggested by (1985). In PM qualitative research, Sankaran and Dick (2015) recommend using trustworthiness as equivalent to ensuring the validity and in quantitative research which is achieved by establishing credibility (internal validity), transferability (external validity), dependability (reliability) and confirmability (objectivity).

4.12.1 Credibility

Credibility refers to the degree to which the research findings reflect the appropriate interpretations of the research participants (Lincoln and Guba 1985). The credibility measures of qualitative research acknowledge that multiple realities exist; the researcher bias and the participant's perspectives (Noble and Smith 2015) and findings should reflect the participant's meanings by minimising the researcher bias. In this research, several measures were followed to enhance research credibility throughout the research process.

The use of the purposeful and controlled snowballing sampling method allowed the researcher to select relevant participants, as explained in section 4.8.1.3. All the participants interviewed were engaged directly or indirectly in resort development projects in Oman which increases the credibility of the research by having relevant viewpoints about the phenomenon investigated.

Moreover, the interviews were carried out in a way that encouraged respondent open and honest opinions. This was ensured by informing the participant's background about the research project and the reason for their selection. Also, the respondents were given a choice to participate and withdraw as well as not to answer any questions they wish. The participants were also given the choice of time and location and language of the interview that made them feel more comfortable while responding to the questions. Furthermore, the interviews were tape-recorded with the permission of the participants who all have agreed except for one interview as explained in section 4.8.1.4. This allowed the researcher to use the words of the participants while analysing the data.

During the data analysis stage, transcriptions and interpretations were confirmed with participants, as required, to verify their statements and final checking for 'data cleaning' (Saunders et al. 2016). Moreover, the findings were compared and contrasted with existing research in the context of Oman to ensure the relevance of the outcomes. A seminar was conducted by the researcher at the Sultan Qaboos University in December 2017 with academics from the Department of Tourism who have a relevant understanding of the context. The researcher explained at the seminar the purpose of the research and shared its initial findings which were discussed in detail with the attendees. The feedback of the seminar has helped in confirming the research basis and direction and clarified certain aspects of how PM research could be integrated with tourism research. Recommendations were given to review the outcome of the research conducted on the impact of integrated tourism complexes in Oman (Hamza et al. 2017) which was used for the content review in this research.

4.12.1.1 Findings credibility checks

The findings of the research have gone through multiple levels of credibility checks, including discussion with experienced supervisory team, presentation to scholars and researchers in PM conference and discussion with a wide range of audiences. The checks catered for the three areas of the research, PM, tourism and Oman. This has increased the credibility and minimised any researcher bias by exposing the process followed during the findings.

The continuous discussions with the supervisory team have helped in guiding the research process. Several checks of the raw data have been conducted during the data analysis by the supervisory team to ensure that findings go through a transparent process. The supervisory team have requested to repeat the analysis several times to allow for themes to develop, which was very helpful.

One of the research findings was presented in a conference organised by the International Project Management Association (IPMA). The paper presented at the conference is available in Appendix 6: Conference paper. The conference presentation allowed the researcher to present the finding to a wide range of participants and get their feedback.

In addition, the findings of the research were sent to a selected range of participants with different backgrounds to get more insight into the findings. The brief of the research discussed with the participants is in Appendix 7: Research validation document. There was a total of six Omani participants with varying background, two from the government sector, three researchers in tourism area and one from the private sector. All the participants had a background about the case study and agreed with most of the findings. There were suggestions on the presentation of the findings to enhance their clarity which the researcher considered and amended as required.

4.12.2 Transferability

Transferability refers to the degree to which the conclusions of the research are transferable to other contexts (Miles et al. 2013). While some methodologist purports that for qualitative research, it is the reader responsibility to transfer the study findings to other contexts (Erickson 1985), others assert that there are measures that can help the research to become more transferable. The research methodology should be sufficiently described to allow readers to make adequate comparisons with other contexts which have been followed, as demonstrated in chapter four. Besides, the selection of the participants was based on a diverse sampling of stakeholders to enhance the broader applicability. The participants represented different organisations with different positions, gender, and ages that that provided broader viewpoints on the phenomenon researched.

4.12.3 Dependability

Dependability in research refers to whether the research process is consistent and stable over time (Miles et al. 2013). It starts with the clarity of the research questions and suitability with the research method, which had been explained in chapter four. The justification and reasoning for the analysis process were written in notes in NVIVO to assure the accurateness and clarity of the process followed. Moreover, the similarity in data analysis themes between participants from the same stakeholder groups confirms the parallelism across the data sources. Similar stakeholder groups have identified similar criteria and factors for the success of resort projects. The confirmation of interview transcriptions by participants, which was followed in this research, serve as data quality checks. Besides, the overview of the data analysis process by the supervisory team allowed multiple reviews of the data and its analysis and assured following a consistent approach.

4.12.4 Confirmability

Confirmability measures the trustworthiness of using the selected method and requires transparency in researcher decisions with the objective that an independent researcher can reach to a similar or comparable finding (Noble and Smith 2015, p.34). Confirmability deals with the issue of bias and the pre-conceptions the researcher may have. To enhance the research confirmability, the research questions, and an interview guide was developed prior to the actual interviews. Moreover, a pilot study was conducted, and related lesson learned were applied in final data collection. The data was collected from different stakeholder groups and different areas of the country at different times to enhance the research confirmability. Also, a detailed explanation of how thematic analysis and coding was derived was explained and discussed and reviewed by the researcher supervisory team. The research conclusions were explicitly linked to the data displayed as recommended by (Miles et al. 2013).

4.13 Ethical considerations

Research policies at Bournemouth University necessitate that the researcher is required to fulfil the ethical requirement process. The process aims to protect the researcher, the university, the participants, and their organisations. This research investigated the perceptions of different stakeholders and involves semi-structured interviews of a range of participants (government officials, investors, operators and resident, and special interest groups). The research was undertaken with the BU ethical approval code of practice. The BU ethical approval is designed to:

1. reflect BU commitment to good ethical practice
2. allow researchers and supervisors to identify issues and address them before conducting the research
3. safeguard the researchers and their supervisors

(BU 2019)

As this research involves human respondents, the research had to be presented to the university ethical committee with planned interview questions. Ethical approval was sought twice, prior to conducting the pilot study and the final interviews. The research was considered to have a minimal risk for the pilot study since it was held in the UK and hence did not need committee approval. However, it was considered as being above minimal risk for the final interviews and required ethical committee approval. This is due to the fact the interviews were conducted outside of the UK, which increased the risk and brought in the requirement to abide by the country of interviews relevant laws. Two forms were developed and approved by the committee, as explained in the next paragraph. Besides, a couple of letters were sought: one from the sponsor of the researcher and the second from the supervisors which were utilised to minimise the risk and support in the participant recruitment process.

All participants were provided with two forms: the participants' information sheet and agreement form. The Participant Information Sheet invited participants to take part and provided them information about the research, its funding, purpose, reason why the participant was selected and rights of the participants including the confidentiality and anonymity. It provided the researcher with contact information as well as a BU professional practice email contact in case of complaints about the researcher or the process of the research. Participant Agreement Form was an agreement form with the participants that they have read and understood the information sheet and confirm his/her willingness to take part in the research. The signed agreement forms are kept with the researcher as support evidence, and copies of the signed form were given to the participants as per their desires.

As far as anonymity and confidentiality of the participants and interviews, the researcher ensured that all interviews were anonymous by developing reference coding for each participant, hence ensuring confidentiality. Table 4-2 shows how each participant had been referenced in the thesis where their real identities remain unknown. Besides, the researcher did not quote, in the thesis, any participant’s comments that could have any misunderstanding and may cause negative consequences to them. The researcher also shared some of the transcriptions with the participants to ensure they are satisfied with the final contents.

As far as the participant’s representation, each stakeholder group was speaking from their organisation’s point of view. For example, the government stakeholders’ viewpoints were demonstrating the government approach to the questions asked. Moreover, the private sector participants answered from the perspective of their position. However, the resident’s viewpoints were representing themselves regardless of their position or role, whether in government or private sector.

4.14 Chapter summary

In this chapter, the researcher presented the methodological approach employed in this study that best suited the research aim and objectives. It is essential to utilise an appropriate method to obtain apposite data that enhance the confidence of the research outcomes. As this is exploratory research that looks to construct success criteria and factors from multiple stakeholder's viewpoints, the researcher has opted for an interpretivist-Inductive approach using qualitative; semi-structured interviews. The participants were selected based on their relevance to the research topic taking purposive and controlled snowball sampling techniques.

The interviews were recorded and then were transcribed with the support of NVIVO 11 software. The use of software as an enabler rather than analyser aids in speeding up and organising a large amount of data. The data analysis followed the guidelines of Miles et al. (1994) and Saldaña (2015) coding techniques that led to the development of themes and categories. A pilot study was carried out to trial the effectiveness of the method and strategies selected for the research. Thirty-six participants interviews were conducted with multiple stakeholders representing different groups from the local community. The number of interviews was decided based on the richness of the data obtained and homogeneity of the stakeholder's groups. The data analysis followed two phases that were based on the interview questions. The themes were developed based on the interview questions as well as allowed for emerging themes to develop. The chapter as well brought the discussion on the credibility, transferability, dependability and confirmability and the research ethics that were followed. Findings from the empirical research will be presented and discussed in the following two chapters.

5 Chapter 5- Research finding and discussion: confusion in success dimensions, evaluation timeframe and stakeholders' roles and powers

5.1 Introduction

The research's aim and objectives were accomplished utilising semi-structure interviews of multiple stakeholders' groups from local community perspectives, as discussed in the previous chapter. The data analysis process has led to several findings, some were directly sought after as per the interview guide, and others emerged from the analysis. The emerging themes were related to the confusion in success dimensions of criteria and factors in practice that also has a basis in academia. Another emerging theme was the dynamic aspects of project success where the criteria and factors change as per stakeholder and stage of evaluation. The chapter will also cover two of the research objectives related to the evaluation timeframe and the stakeholder importance in the context of tourism resorts in Oman. The discussion then evaluates how different exchanges take place between different stakeholder's based on trust and power.

The primary data was collected through semi-structured interviews during July and August 2017. Besides, secondary data were used to triangulate the primary data. The sources for secondary data included: policy documents, research artefacts, and press releases. The identity of the research participants is kept anonymous by using the respondent's code names are to refer to their quotes in the text. For example, GV3 denotes that the quote belongs to the third respondent from government stakeholder group. A list of respondent codenames and their characteristics is provided in Table 4-2. The interviews were transcribed and coded several times to ensure that appropriate themes are captured from the participant's responses. The themes were organised in the order of the research objectives while allowing emerging themes to develop as they appear.

The research has identified that success criteria and factors are occasionally confused in practice by using the terms interchangeably Section 5.2.1. The confusion confirms other research findings that some terminologies in PM are inconsistent (Shenhar and Dvir 2007;

Zwikael and Smyrk 2012; Pinto and Patanakul 2015). The inconsistency includes the definition of the project, as indicated in section 2.2.1 that attach different attributes to projects and their characteristics and goals. The confusion in success dimensions also has seeds in academia where the terms have been used unconsciously by some academics in the literature. The confusion in success terms can be caused by several reasons which are developed in this chapter. Unless the confusion is clarified and addressed, the project success definition will continue to be ambiguous and vaguely defined. Scholars, e.g. (Morris et al. 2000; Hodgson and Cicmil 2006; Zwikael and Meredith 2018) have called for the need to identify and agree on basic PM terminology in order to reach a common understanding which essential for communication and continues learning (Wideman 1995).

In addition, the chapter covers one of the objectives of the research, which is determining the time of project evaluation Section 5.3. It is essential to align different stakeholders on a specific period of project success. Project success is dynamic as different variables change with either time, stakeholder or even perception. The research findings demonstrate aspects of the dynamic nature of project success that are important to understand. It then defines the timeframe for evaluating the success of resorts projects in Oman. The time for assessing the project starts two to three years after operation of the project, i.e. when the different impact of the project begins to prevail.

Once the timeframe is known, it is essential to define the stakeholders and their importance for the tourism resort projects and establish the importance of these stakeholders to the resorts' project evaluation in Oman which is another objective of the research section 5.4.5. The findings highlighted that stakeholder's importance is linked to their power, which is a function of resources' ownership or the right to vote in the political system. The research confirmed the importance of the stakeholder groups such as (government, investors/operators). Besides, despite the lack of resources and the right to choose in government, the research revealed that residents have a conditional power which is reflected in their increasing role in the development. However, NGOs were found to be rarely considered and have limited power. This creates a paradox where two stakeholders without resources ownership, having different consideration and power. The research identified possibilities why residents and NGOs, have different roles in the development. The recent regional development and the Arab spring; high rate of penetration on social media has a role that enhanced resident's power. Resident's power was identified to vary from a region to another or by a tribe to another.

As the tourism development projects require interaction and exchanges between different stakeholders, Social Exchange Theory (SET) was used to understand how different exchanges take place between the stakeholders that contribute to the success of the resorts section 3.3.3. Both reciprocity and negotiation norms of SET were found to be used between the stakeholders to different limits. There are two forms for exchanges taking place between the three main stakeholders: Government with residents and government with the private sector. It was revealed that the government represents the resident's stakeholders in the exchanges with the private sector, and there are limited formal exchanges between residents and the private sector. However, in case of any dissatisfaction by the residents, both government and private sector get impacted and can bring forward direct contact between the stakeholders. The research highlighted the importance of trust in these exchanges where the resident's political trust in the government was found to be well established which constitute one of the factors that the government capitalise on to achieve its long-term economic diversification through increasing the tourism contributions.

5.2 Emergent theme: confusion between success criteria and factors

One of the areas that emerged from the interview questions is the confusion between the success terms of criteria and factors. The confusion between the terms was recognised with some of the interviewees where they unconsciously change to factors when asked about criteria. For example, when asked about the main success criteria for their resorts, IN2 reply was:

> *"From an owner point of view, and investor point of view, one of the main success factors is, of course, the return on the investment that you make."*

This indicates that there is confusion on the use of the words, criteria and factor. The return of investment is one of the key criteria that projects are measured against, which is known as the financial success of the project. Project success literature generally refers to meeting the cost being a success criterion for project management success and sometimes uses the overall return of the project as measuring the success. In both cases, it is considered to be a criterion for success. However, this participant has stated that the return of investment to be a factor of success rather than a criterion. He then followed up by the factors that lead resorts to achieve this return of investment:

> *"However, at the same time, there are other factors that influence the return on the investment, such as: if you have the right business mix, this is one of the things. You can only identify the right business mix is when you have a proper demand analysis in your business plan. Because when you do your business plan and you look at your demand analysis because that is what is going to influence the return of investment and what kind of investment is to be made" IN2.*

Another example when asking about the criteria, the response from OP2 was:

> *"First of all is guest satisfaction, which is a basic factor. This is not only for our resort, but all the resorts consider guest satisfaction. We try to make sure that when the guest is leaving, he is happy".*

Guest satisfaction is one of the essential criteria of success, especially when considering it from a resort operator point of view. This has been further enforced with the online guest ratings that resorts or hotel operators consider. Moreover, the criterion of guest satisfaction is one that can also be a strong factor for success. Because as guest satisfaction indicator improves, this leads the same guest to come back, which is called the 'repeat guests' that encourage newcomers to book based on the high guest satisfaction indicator. The confusion in the terms could be caused by several reasons which would be endeavoured to uncover.

5.2.1 Success CriTors or FacTeria

PM literature acknowledges that there is some inconsistency in PM terminologies (Hodgson and Cicmil 2006; Shenhar and Dvir 2007; Zwikael and Smyrk 2012). The discrepancy includes the word 'project' itself whether it sometimes takes a holistic view and others a limited to execution aspects (Anderson and Merna 2003). The inconsistency is also applicable to the overlap between the terms of projects and programs (Molloy and Stewart 2013). Besides, the literature reveals that there is a lack of consensus on project success definition (Ika 2009; McLeod et al. 2012; Elbaz and Spang 2018; Vlahov et al. 2019) as demonstrated in section 2.3.

The justification presented for this inconsistency was related to the differences in project's dimensions such as sizes, uniqueness, and complexity (Muller and Turner 2007), stakeholder's subjectivity (Atkinson 1999; Baccarini 1999; McLeod et al. 2012); being in the public or private sector, or in a developing or developed country (Khan et al. 2013) and the time of project evaluation (McLeod et al. 2012; Pandremmenou et al. 2013).

According to the PM success school of thought, project success is examined through the two distinct pillars, which are success criteria and success factors (Turner 2010). However, are they distinguishable? One of the findings from this research revealed that there is a confusion between the terms on the practice which has seeds in literature as well. This confusion was with either a criterion considered as a factor which the researcher called "CriTors" or a factor considered as a criterion, called "FacTeria." The research identified three possibilities that could explain the confusion between the terms. It can be caused by simple substitution between the terms, terms tautology and causation. Davis (2017) asserted that the issue of using 'factors' and 'criteria' interchangeably had been established in the literature. The confusion in terms of success could contribute to the inconsistency of defining project success. This confusion between the terms needs to be clarified among PM scholars and in practice in order to uncover the ambiguity around what defines project success. Unless these terms are distinguished, it is challenging to define what project success is.

The first possibility for the confusion in terms of success is by using the criteria and factors as substitutes. The substitution in the terms was evident in the interviews as highlighted, which has been observed in the literature (Lim and Mohamed 1999; Ika 2009; Davis 2017). A number of the research participants were using the terms interchangeably; i.e., answering in terms of a success factor when the question was about success criteria without paying attention to the differences. Davis (2017, p.607) claims, after reviewing related PM literature, that:

> *"In 2013, the issue of using the terms 'factors' and 'criteria' interchangeably without understanding was still prevalent".*

And it seems that the issue is continuous, for example, Jiang et al. (2016) started by discussing the factors, but then quickly switched to criteria

> *"project success is traditionally measured by factors such as time, cost, and quality" (Papke-Shields et al. 2010).*

These criteria are often referred to as the iron triangle. Similarly, Mirza et al. (2013, p.725) claim that iron triangle plus stakeholders' satisfaction as "main factors which may affect project success". They claim that:

> *"Researchers considered that time was the most important factor. The cost was another success element of the rare project success criteria which were found to be very important in overall project success. Success could be measured by determining was the project completed to specifications or whether the project demonstrated for the purpose only. Stakeholder's satisfaction is another pivotal factor in project success" (Mirza et al. 2013).*

The use of factor and criteria unconsciously indicates that some scholars are confusing criteria and factors. The terms get more confused when using critical success factors for success factors which further hazes the distinction with success criteria (Ika 2009).

The second possibility for the confusion is a tautology in some of the success criteria and factors. Tautologies comprise of 'circular reasoning,' lack empirical content and are viewed to create conceptual problems that arise in partial theories (Arend 2003; Jugdev 2004). However, tautologies could be helpful as they prompt debate on theoretical perspectives leading to uncovering the underpinning issues that need to be researched and are essential in advancing theories (Jugdev 2004). An example of tautology between stakeholders groups is the community support perspective which is a factor for success for some stakeholders and at the same time is a criterion that resort projects are measured against as shown in Figure 5-1. The findings of the research demonstrated that having good support from the community and employing local people into these projects, are essential factors when it comes to providing the guests' authentic experience and hence improving the guest satisfaction. This can lead to having repeated guests who contribute to the success of these projects in the long-term.

On the other hand, supporting the community and 'Omanisation,' have been one of the primary drives in the government tourism policy. The government, as well as residents, measure the success of the projects according to how much communities are supported and the percentage of the Omanisation on these projects as stipulated in the tourism policy and stated by the government stakeholders interviewed. Literature asserts that the involvement of the community and their buy-in of the tourism developments are keys to success in tourism projects (Robinson and O'Connor 2013). Therefore, where operators view community support as is a factor of success when it comes to the customer experience advantage, government, and residents view it as a success criterion.

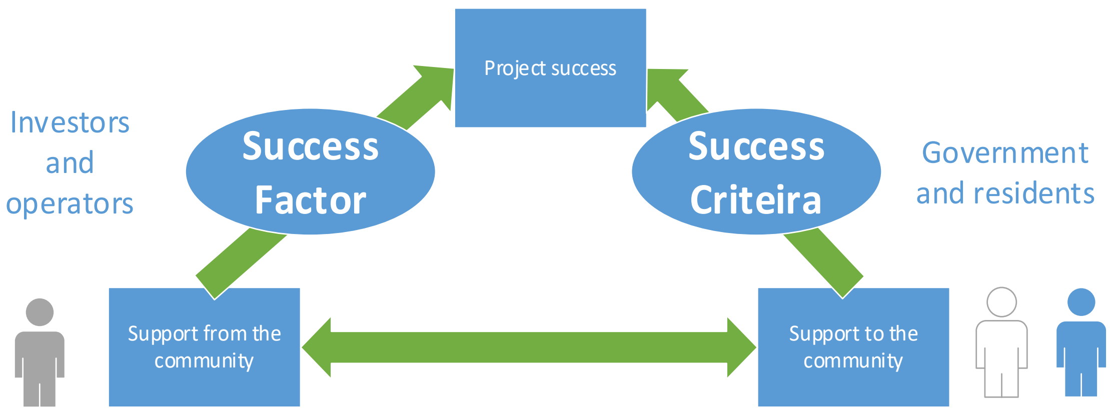

Figure 5-1 Tautology example of community support

Another example of the tautology is the resort financial success as shown in Figure 5-2. The financial success leads the investors and operators to make constant improvement and add innovative features which are essential factors for the resorts to sustain success. Financial success can be considered as criteria and a factor of success. One of the measures of success for investors and operators is their financial success, i.e., return on investments. On the same time, financial success could be a factor for success as this leads private sector+ to continuously improve and innovate or 'rejuvenate' as per the Butler (1980) resort life cycle model discussed in section 3.2.1. The constant renovation and innovation help attract more tourists and increases the length of their stay, which helps in more financial returns for the resort.

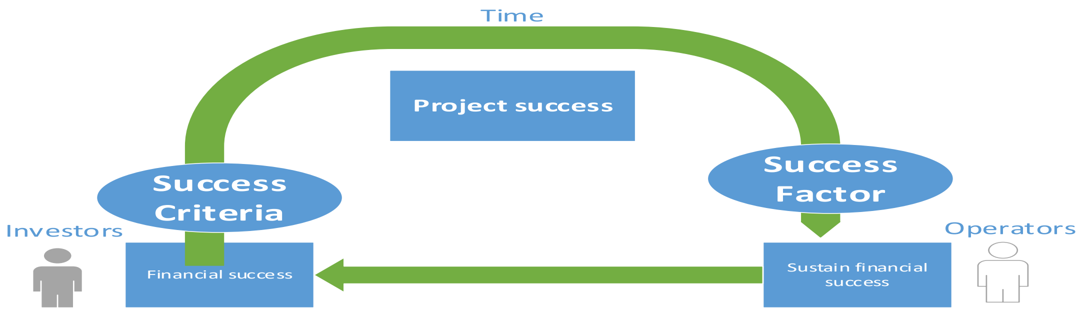

Figure 5-2 Tautology example of financial performance

The third possibility for confusion in the terms is having a criterion for one stage of a project being a factor of success for the next stage of the project in a causation effect. Literature suggests that success criteria can influence what the success factors are (Khan et al. 2013). For example, PM literature has an abundance on the importance of the iron triangle constraints of time, cost and scope as criteria of success for project output as discussed in section 2.3.1. However, the importance of the iron triangle diminishes as time goes by after project completion and become irrelevant (Shenhar et al. 1997; Turner and Zolin 2012; Serrador and Turner 2015) as a criterion to evaluate success. The role of the iron triangle could change to be a factor of success for the next stages of the project as it means that projects would be yielding revenue faster.

> *"The sooner we can bring this project to life, the better. In the recent project that we have finished, the main message our chairman has portrayed to the outside world is that we have finished this project in a short time, that is a success for him" IN5.*

Another participant said:

> *"The construction of the project has to be done in a timely manner, within the cost projected, so the operations start on time without any delay" IN1.*

Finishing a project on time or ahead and starting operations sooner, gives the investor advantages to enter the market faster and, hence getting the revenue. Therefore, finishing the project on or ahead of time is a criterion for the project output, but it is considered as a factor of success for the outcome and benefits stage, as shown in Figure 5-3.

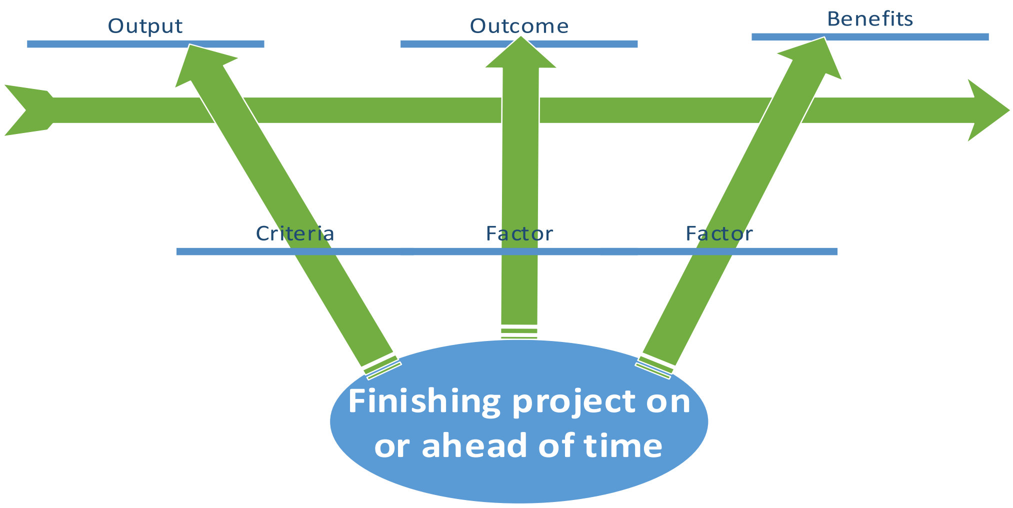

Figure 5-3 Causation of criteria and factors

As demonstrated above, the concept of success criteria and factors has been confused in both literature and practice similar to other PM terminologies. This research has identified possible causes for this confusion which will need further research to understand the different possibilities of this research and suggest means of rectifying it. This confusion can be due to various reasons such as the miss-use of the term as a substitute, tautology of some factors and criteria due to stage or stakeholders' difference and causation effect. Success criteria and factors definitions need to be separated (Koops et al. 2016) and the confusion needs to be eliminated both in practice and academia as it is necessary to advance the PM knowledge in this area. It is essential that terminologies in PM must be clarified and agreed should PM discipline to further grow and develop (Zwikael and Meredith 2018). The next section discusses the dynamic of project success and how factors and criteria interchange with time and stakeholders.

5.2.2 Project success dynamic

Another emerging theme from the data analysis was regarding the dynamic aspects of project success. Project success has been characterised as dynamic in nature by the changing success perceptions over time and according to the stakeholder. Literature reveals that for every timeframe, there are specific criteria and the factors for success (Turner 2010; Turner and Zolin 2012; Elbaz and Spang 2018). Some scholars such as Pandremmenou et al. (2013); Lim and Mohamed (1999) suggested two models for project success: micro-level covers for the project development and macro level for after project completion. This research is taking the macro level, i.e., after the impact of the projects is actualised. The research confirms the dynamic aspect of project success and identifies that for tourism resort projects, factors and criteria can interchange according to the stage of evaluation and the specific stakeholder perceptions. Besides, it extends the responsibility of long-term project success to include all the relevant stakeholders.

Literature review section 2.3 showed that project success changes across time, stakeholders and other variables to the extent that same stakeholders change their view of success over time (Ika 2009; McLeod et al. 2012; Turner and Zolin 2012). The success frameworks presented by different scholars such as Turner and Zolin (2012); Zwikael and Smyrk (2012) indicate how different perception of success changes over time for the same stakeholder. Table 2-3 in section 2.3.1.1 shows the different success frameworks that vary accords time and stakeholders. For example, the investors evaluate the project output based on time, cost, feature and performance; project outcomes based on performance, profit, reputation, and consumer loyalty; and project impact based on whole life value, new technology, capability, competence and class (Turner and Zolin 2012). The framework indicates that for every stage of project evaluation, the stakeholders have specific criteria for evaluation of its success.

This research; however, reveals that a criterion for certain project stage could be a factor for the next stage of project evaluation. Moreover, criteria for one stakeholder could be a factor for another stakeholder for the same stages of project evaluation. Figure 5-4 shows an example of the "iron triangle" measurement and community support. The "iron triangle" is considered to be criteria for success for many of the stakeholders for the output stage. Besides, for the investors finishing according to or ahead of the "iron triangle" measurement could be a factor of success as if it brings revenues faster and build a good reputation with the government. This reputation can be leveraged by getting more investment opportunities and facilitation from the government as it pushes toward expanding the development in the tourism sector.

The second example of dynamicity of project success is a criterion for one stakeholder could be a factor for another stakeholder for the same stages of project evaluation stages. For instance, community support is considered to be a criterion of success for residents and government stakeholders for outcomes and benefit stages. However, investors and operators view it as a factor as it enhances the guest experiences and builds up a good relationship with the community. Therefore, the same item could be both a criterion and a factor for the same stages of evaluation.

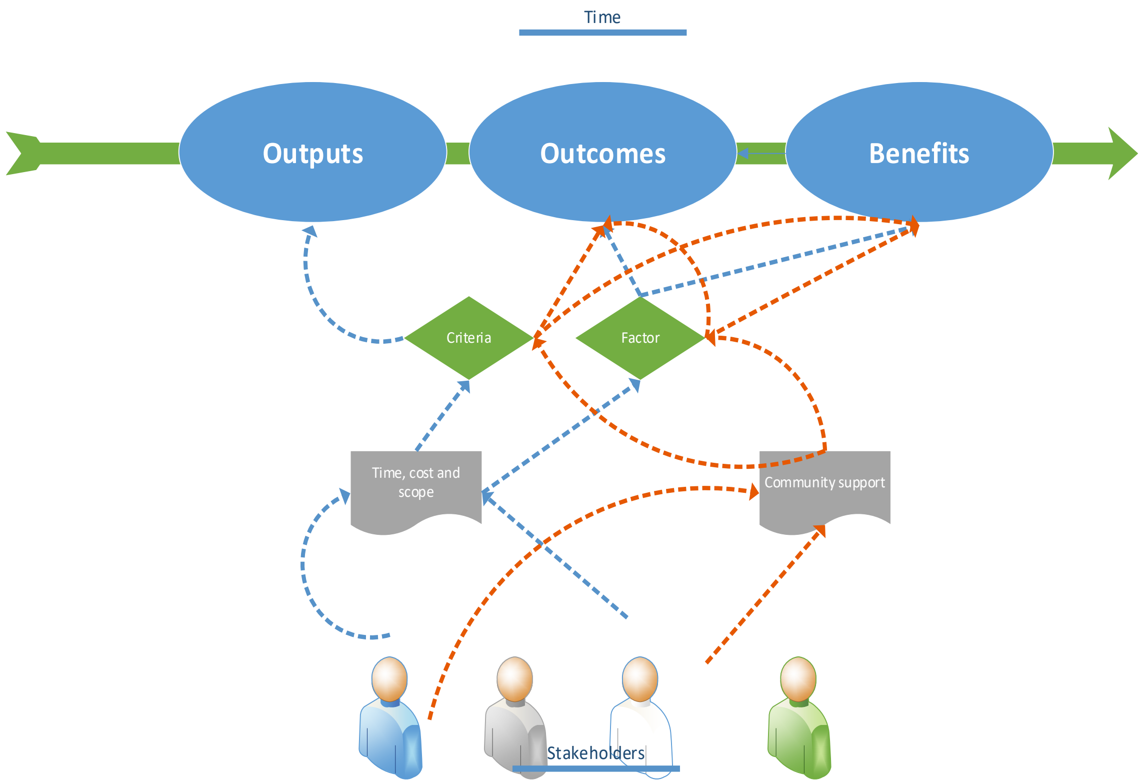

Figure 5-4 The dynamic of project success

In addition, this research reveals that for the long-term success, the success factors are not limited to the control of project manager (Pinto and Slevin 1987) or project owner (Jugdev and Müller 2005) but instead in control of primary stakeholder groups; i.e., government, private sector and the community. They have their specific criteria to evaluate the success of the projects. As the evaluation involves main stakeholders groups and success factors are within each group responsibility, the model can be linked to Butler (1980) resort life cycle model. If a project is perceived successful by main stakeholders, then, there is a high chance of the resort to rejuvenate after the stagnation stage of Butler model.

The findings demonstrate that for the long-term success, the success factor's responsibility extends to include obligations of residents, the private sector, and government. That means, if the success evaluation is focused on the outputs, then the criteria generally become the iron triangle, and factors for success are within the control of the project manager. If the project is evaluated at the outcome stage, criteria extend beyond the iron triangle to include other stakeholder's expectations, and the success factors are usually within the control of the project owner or sponsor. Each stakeholder's group perceptions judge the long-term impact or benefits and factors are defined within each group's responsibility. Figure 5-5 shows how project success factors and criteria differ across project evaluation stages.

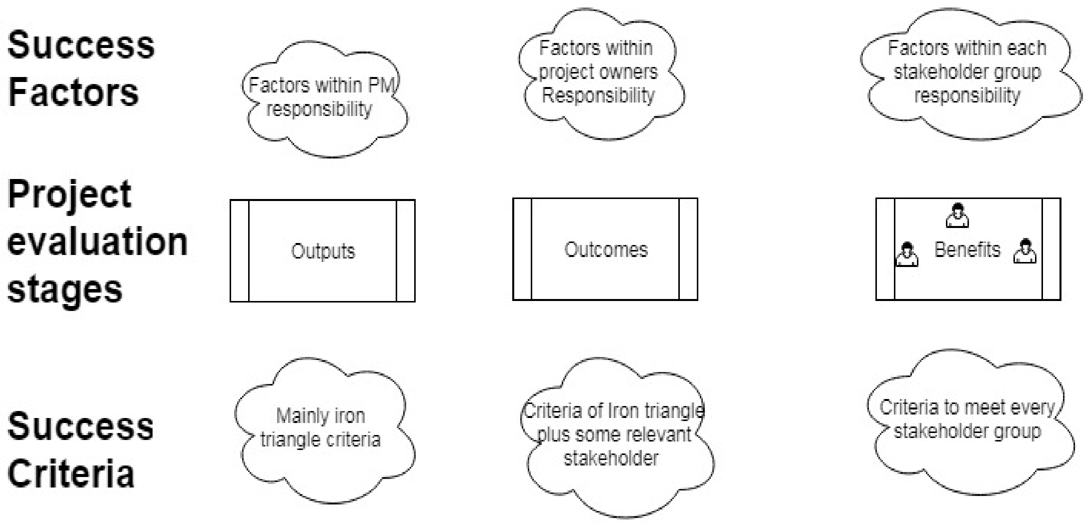

Figure 5-5 Project Success responsibility across project evaluation stages

The long-term success factors for the resorts can help them rejuvenate after the stagnation stage. These success factors involve the primary stakeholders of the resorts, and when they are satisfied with the development, the chances of the resort to rejuvenate are likely possible. Butler

(1980) model discussed in section 3.2.1.1 demonstrates the lifecycle of the resort. After the stagnation stage of the model, the resorts either go into decline or rejuvenate and continues. Understanding the stakeholder's criteria of success is crucial in determining whether the resort has been successful or not. As the success criteria are associated with factors that each stakeholder is responsible for, if each stakeholder group perceive that resort is successful as they have had benefits, then they would like it to continue operation and rejuvenate.

5.3 Research Objective 2: Establish an appropriate timeframe to evaluate the success of resort projects

One of the objectives of this research is to establish an appropriate time frame to evaluate the success of resort projects (i.e., when most of the impacts of the development are realised) as shown in Figure 5-6. The focus of this research is the long-term investment or strategic phase. Participants were asked about the timeframe to evaluate the success or failure of resort developments based on their impacts. The answers received were suggesting that three years after the operation is an appropriate time to see the impact of the development and hence evaluate it; however, the return of investment takes longer. The response was based on the viewpoint of different stakeholders, for example, GV2 stated that:

> *"For a resort or a similar development, it takes minimum 2-3 years to get the results".*

Another participant put it as

> *"These hospitality projects stabilise in about year three. You can consider stability period is year 3, so the first is draining you, the second is draining you and so on" IN5.*

One resident thinks it can be a bit earlier "I think it takes maybe around two years and the resort will stabilise" RD2 However, as far as the financial return on investment, it takes longer than three years, and participant answers ranged from five to fifteen years or even more depending on different factors.

> *"So return of 8-10 years would be the payback period for our projects, more or less. But it all depends on the project, cost, and location" IN3.*

Another investor put it as

> *"Well, you know in terms of financial, it takes longer; because it is a seasonal business, if it were not seasonal, it would have been shorter financial time, let's say 3-4 years, but because it is seasonal, it takes longer around 6-10 years" IN8.*

The focus of this research, though, was on the evaluation of the impact of the resort projects, which takes about three years after the delivery of the project.

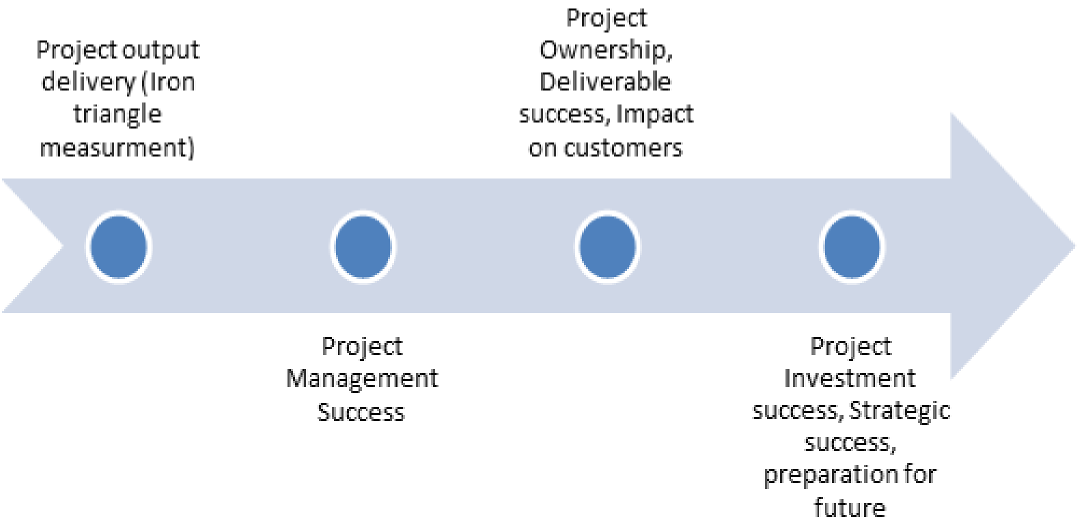

Figure 5-6 Timeframe for project evaluation- this research focusses on the long-term evaluation of projects

5.4 Research Objective 3: Identify relevant stakeholders for the tourism resort projects and establish the classification and importance of these stakeholders to the resorts' project evaluation

One of the questions asked to the participants during the interviews was about who they thought are the relevant stakeholders to the resort projects in Oman. The purpose of the question was to allow them to suggest any stakeholders that are important for the research who may have been missed on the initial assessment. The answers received had similarities between the different stakeholder groups where there was an agreement of the importance of the government authorities, the investors, operators and the community whereas the role of the

NGOs was seen as a consultancy when required with limited impact on phases of project development. Moreover, the results demonstrated similarities in the roles of investors and operators for the resort projects, which has led to combining them for the purpose of the analysis and exclude the NGOs due to their limited impact.

Literature in both PM and tourism emphasised the role of stakeholders in project success. There are examples of how stakeholder's involvement and influence impact the success of the project for the short and long-term from a developed world perspective. The role and involvement of stakeholders vary according to the project phase, and the success criteria and factors vary according to each stakeholder (Elbaz and Spang 2018).

5.4.1 **Government entities**

The researcher has included a range of stakeholders groups thought to be suitable for the interview, and the specific selection process was carried by using purposive and controlled snowball sampling, as discussed in section 4.8.1.3. The participants were asked about stakeholders who they think are essential for the resort projects. The government entities are viewed by investors and operators to be essential stakeholders as various permits and licenses are required for either starting or running the projects in addition to their role for planning and setting overall tourism policies.

> *"The government entities have to be always kept up to date because you need to know what the laws that are associated with such projects are. What are the right licenses, the right permits that you will need for such project" (IN2)?*

As far as residents, they view government entities as important as they seek their support for different issues throughout the project life cycle.

> *"The governor office may write a letter to the Ministry of Tourism or Housing for the raised concerns, for example, if the resident were not happy about assigning the location for the project. The Ministries would reply to the Deputy office, and he will coordinate with the residents accordingly. Ministries response may have justification for choosing the location and may mention the advantages of the project and this may please some of the residents" RD2.*

Literature has an abundance of the importance of government as prime stakeholders in tourism projects. The government exerts a large role in tourism planning by establishing policies directly or indirectly (Nunkoo 2016; Bowen et al. 2017) through ministries or councils (Elliott 2002). Tourism policies and planning are set by governments to maximise the economic gains while preserving social, cultural and environmental resources (Nyaupane and Timothy 2010; Scheyvens 2011).

5.4.2 Private sector

The role of the private sector was viewed to be very crucial in resort project development by both government representatives as well as residents. “The investor, the Ministry of Tourism, and community are the main ones” RD2. The investor’s role is not only making the development but instead manage the expectations of other stakeholders as well

> *“The positive thing for the investors is that they have money to utilise the location, and if they are smart, they should not impact the stakeholders negatively” GV4.*

Literature confirms the importance of investors or tourism entrepreneurs as influential stakeholders in tourism development (Bowen et al. 2017); however, they are not dominant. Sofield (2003) argues that the notion that tourism is a private sector-driven is not accurate. The private sector importance stems from resources ownership and financial capabilities (Waligo et al. 2013). Their roles are more important during this time as the country oil resources are depleting, and they require to attract investors for tourism projects. The investors are usually profit-driven and seek to maximise their return on investment (O’Brien 2012).

5.4.3 Local community

In line with the literature, the role of the community had been viewed to be central in such projects by both investors, operators and government stakeholders.

> *“See the main stakeholder would be the community because if you are going do something there, you need to have the go-ahead from the community… Because you always need their buy-in, at the end of the day it is going to be in their community” IN2.*

Sometimes the involvement of the community in such projects comes early, especially if there are certain modifications to the project location.

> *"The investor was involved from the beginning of the project. There was a need to re-allocate lands. The investor informed the community the full plans of the projects so that they are aware, and how they may be affected. This was done to avoid any problems to raise in the future" GV3.*

Literature has a plethora of research highlighting the importance of communities for tourism development (Nunkoo and Ramkissoon 2010; Nunkoo and Ramkissoon 2016; Bowen et al. 2017). It is argued that tourism success is dependent on the goodwill and cooperation of the communities as they are part of the product (Peter and Murphy 1985). Failure to engage the communities or their perception that tourism development does not meet their expectations could lead to resistance and hostility, which could reduce the potential of the overall development (Jamal and Getz 1995). According to Byrd (2003), the local community needs to be involved in planning and development and not only recipients of pre-set government tourism plans.

However, a number of the residents claim that pre-project discussion with investor and government does not always take place,

> *"it depends on the investors, sometimes they come and discuss. Sometimes, the investors choose the location without discussing with the local community, and people tried to voice their concerns and went to the Ministry and other government authorities, but there was not much support. In general, the locals do not get involved in the selection of the locations, only at a later stage when the development is announced" RD2.*

This raises a concern which is if the communities in Oman are considered to be essential stakeholders; why they are not getting involved at early stages of planning? This will be further elaborated in the next sections.

5.4.4 NGOs

As far as NGOs in Oman; this research revealed that they have a limited role. NGO role in resorts development in specific or tourism, in general, was limited to consultancies when required depending on the location and the NGO interest. When asked about the involvement of NGO, IN4 said

> *"not really, very minimal discussion but depends, if there, for example, environmental resorts, or eco-tourists. However, if we decide to build a green resort, we have certification guides that we might work with them to get the resort accredited as a green project."*

The approval processes are usually obtained from relevant government bodies, and NGOs can be involved if there is a specific need for that. Some participants claimed that there is a bigger role for NGO, but when asked about NGO they have dealt with in Oman, the answer was "I cannot think of any right now" IN6. When asking the Oman environmental society, one of the main NGOs in the country and has a direct interest in tourism development, about their role, they answered that they occasionally get consulted and by such development but cannot do much about it if they are not consulted.

> *"It cannot be that either an NGO society or other be a barrier for the country in the economic development and achieve prosperity and improve the GDP and other national objectives" NG1.*

Besides, their role of ensuring environmental sustainability is mainly handled by one of the government ministries

> *"from the two aspects of either environmental approvals or the control and monitoring is done through the Ministry of Environment…If we notice any of the projects having negative impacts on the environment balance or pollution or other, we coordinate with the concerned department from the Ministry of Environment, or the office of Environmental conservation which part of the Royal office that takes care of certain conservative areas, or consult with the Ministry of Agriculture and fishery, so we coordinate with these departments as required, and we try to find solutions to minimise the negative impacts of such projects on the environment of natural diversity" NG1.*

However, NGOs are getting more attention globally by calling policymakers and planners to involve them to ensure sustainable tourism development (Telfer and Sharpley 2008). Their role is vital in the policy formulation and implementation as well as consultation with government and private sector (Kennedy and Dornan 2009). Moreover, NGOs, being a part of special interest or pressure groups, exert pressure on the government, private sector and communities on different issues such as environmental protection, cultural, and social aspects of tourism development (Bowen et al. 2017). The role of NGOs, interest groups as well as communities is increasingly highlighted when it comes to tourism developments (Choi and Sirakaya 2005; Kennedy and Dornan 2009). However, although communities are getting more attention in Oman, NGOs are still below aspiration, which may be due to different reasons that will be explained in the next section.

5.4.5 Importance of the local community in monarchy country settings

Despite being a developing country with a monarchy government system, resident's opinions were considered and counted for whereas NGOs role remains limited as this research has demonstrated. Literature suggests that public participation is an essential aspect in developed countries throughout the project lifecycle; however, the case is not as bright in developing countries (Li et al. 2012). The resident's role is linked to their power which is a function of resources owned.

Public participation has been recognised to be essential, especially when it comes to projects that impact the communities (Di Maddaloni and Davis 2018). Developed countries are known for catering for public participation throughout the project cycle in a way to satisfy as many stakeholders' interests as possible (Li et al. 2012). This may be attributed to the power of the public, as stakeholders have. Power can be demonstrated by the capacity to attain ends that yield intended impacts on others (Nunkoo 2016). It can be conceptualised by the difference in resources that gives an advantage to one actor over others (Nunkoo 2016). A resource could be linked to economic (properties, money); non-economic (competence, roles, knowledge, and skills) owned by an actor that can be offered to others as instrumental to the fulfilment of their needs (Wolfe 1959). Besides, power can be linked to the right to vote in elections in the case of the public (Bowen et al. 2017) depending on the governmental system.

5.4.5.1 *Stakeholder's power*

The power allocation between different actors determines their position in any exchange situations. Nunkoo (2016) asserts that the higher the resources controlled by an actor, the greater his/her level of power. Also, Ap (1992) notes that:

> *"Power is vested in the number and availability of valued resources that may be used as concessions to influence another".*

Actors with less power may end up accepting less than what they wish or deserve (Erkuş-Öztürk and Eraydın 2010; Krutwaysho and Bramwell 2010; Beritelli et al. 2014).

For public stakeholders, their power can be extended to include community groups instead of individuals (Emerson 1962). By combining together, public resources can be amplified to create a more powerful impact. Williams et al. (2015) found that on high-speed rail 2 project, large groups deploy their power directly to influence projects, whereas smaller groups may seek an alliance with others to increase their effectiveness. Failure to engage with public stakeholders could lead to public protests which were witnessed in projects such as the twenty-year protests in Susa Valley against High-speed Rail connecting Italy to France (Hooper 2012); and shopping mall construction in Turkey in 2013 (Letsch 2013). These protests have a significant impact on the project process and costs. The case is similar to environmental or other interest groups. This was even evident with non-human stakeholders; frogs; that has caused a considerable delay for a construction project in one of the Scandinavian countries which lead by the environmentalists (Tryggestad et al. 2013). The project was put on a halt by police as the construction company was claimed to be destroying the habitat of moor frogs (Tryggestad et al. 2013).

On the other hand, the situation in the developing world as far as public participation is not as bright. For example, Sun et al. (2016) examined public participation in China and concluded that there is often no public participation during the planning and project decision stages. Li et al. (2012) claim that public participation in developing countries is at its 'infancy' where, for example, in China, public participation is limited to environmental impact assessments. It is not uncommon that certain stakeholder groups are totally ignored or marginalised by others

(Bowen et al. 2017). This is maybe due to the lack of resources that are controlled by the public or their ability to influence the government system by voting. Bowen et al. (2017) assert that before given the voting rights for people of Maldives, their power and participation was limited. Decisions are usually made to favour economic aspects rather than addressing social and environmental concerns (Zubair et al. 2011). Moreover, protesting is restricted, and the governments have the ability to quell protest as they are less prone to domestic and international blame (Girod et al. 2018). This especially true for the government with natural resources such as oil where the government is successful in controlling protest as their access to resources allow them closer ties with powerful external countries that would support in case of any unrest (Girod et al. 2018).

In Oman, a developing monarchy country, public participation, and freedom of speech are restricted as highlighted in section 3.4.4. The government dominates the decision-making process at almost all levels. Besides, the government owns the natural resources such as oil and land. This makes the government as a high power in the negotiations. The private sector owns the financial resources as well as the specific expertise required, which positions the private sector in high power. As far as residents, they do not own the resources as well as have little political rights. Although there is publicly elected parliament advisory council, Majlis a Shura, their role is limited to advising the government. There is limited social or political pluralism, and political parties are not allowed. Also, the public participation in planning and development is very narrow as the government would inform the local people about the project to be implemented, sometimes even after securing investors and assigning contractors (Hamza et al. 2017). In a study conducted by Sultan Qaboos University about the integrated tourism complexes, it was found that for most of the projects, community representatives had little knowledge about the projects being developed.

The sources of power with the public are limited in Oman. The government owns all the natural resources and rights to vote are very basic, with minimal impacts. In additions, there is a restriction on the establishment of special interest groups and non-governmental organisations. The government acts as the guardian of social, cultural and environmental resources (Scheyvens 2011). Besides, as the government is oil-rich, it has close ties with powerful countries that could intervene in case of any threat to their interest. A case of this was the British intervention in the 1970s in Oman to stop an insurgency and consolidate the power to secure their interests (Worrall 2012).

5.4.5.2 Residents and NGO roles in Oman

As highlighted above, this research reveals that in the context of tourism resorts case of Oman, public participation is gaining more importance and the government is trying to engage with the community at different stages of the projects life cycle which may not have been the case in earlier projects. However, the NGO role is still very limited to only providing non-binding advice. The community role was evident in the interviews where certain tourism projects had to be cancelled, and the government faced contractual consequences due to community rejection as elaborated by a government stakeholder

> *"if the community rejects the project, it is going be difficult. We have projects that are supposed to be implemented by MOT, but because the community rejects them, MOT could not implement them. We have projects that were cancelled, and MOT had to pay around 10% of their value to the contractors, they were already designed and maps ready, but the communities were not informed earlier" GV3.*

This has led the government to take community opinions at early stages of development. For example, the newly developed tourism policy (2016-2040) had consultations with the public at different cities before finalising the document (OTS 2016).

It is not clear though whether this change in government attitude toward more engagement with the public is personally driven or is an indication of changes in the government approach. The existing MOT minister is very keen on involving the public, and the policy confirms that people viewpoints and participation has taken place.

> *"The MOT, with the new Minister, has emphasised that the locals or the villagers of proposed project area are well informed about it" GV1.*

However, other government authorities' approaches toward public engagement are not clear and could be different. The increasing importance of public participation in tourism projects in Oman could be linked to several reasons, as shown in Figure 5-7, such as:

1. The Arab Spring has put pressure on governments in the Middle East; the long-standing belief that people cannot protest is not anymore applicable. Although the protests in Oman were limited and the government was able to control it by listening to the people demands; the fact that people went protesting on the streets signifies a change in people power. The government is becoming careful and trying to avoid any similar scenarios that could be uncontrolled, as was the case with other regional countries. Therefore, the government is trying to engage with people and consider their opinions on different fronts, and tourism development is one of them to minimise the chances of confrontation. The small-scale protest that has happened at one of the resorts was another example that unsatisfied communities could get together to get their rights. The protest demonstrated that dissatisfied communities could be a barrier to any developments.

2. Tourism is considered to be a people industry where tourists usually interact with local communities to obtain new experiences. Research highlights the importance of the resident's acceptance of tourism is vital (Scholtz and Slabbert 2018). Lack of community participation is considered to be one of the factors leading to the high rate of failures for tourism plans (Yuksel 2002; Yüksel and Yüksel 2007). The government plans for diversifying the economy is vital for long-term government success; hence, the importance to involve the people to ensure the tourism diversification plans. Besides, the government tourism policy 2040 highlights the importance of the Omani culture and hospitability of the people, which in return requires their involvement in any development that ensures their satisfaction.

3. The country's historical background of civil wars and unrest in indicated in section 1.3, although old but still pose a threat to the government. Besides, the social structure and the tribal system power still a mean to attract people's loyalties. It was mentioned in one of the interviews with the residents at resort project that the cities in Oman that had a history of civil unrest, had more consultation about the tourism projects developed in their area and hence more benefits. Besides, the awareness of the communities of their

rights, as well as their organisation as a group, makes a difference when they stand up for their rights.

4. The social media has created new platforms where people have more space to express their views which could spread widely and sometime without governmental control. This space, although controlled by the government, still pose a threat that has the potential to erupt at any point. High development in media and communication is attributed to be one of the factors that have caused political unrest and Arab spring (Dewey et al. 2012; Al-Shamsi 2015).

The power indorsed to the public, although a step in the right direction is only a conditional power where it can be dissolved whenever the conditions change. The public power is not based on the constitution and this why the role of the NGOs and interest groups remains limited. The public power can either increase or decrease depending on both the government and the public and could vary from an area to another within the country. Figure 5-7 shows a sample of sources of power of the people in Oman. One of the residents highlighted that when the same developer builds a resort in a different area of the country, residents witnessed more benefits, and that was due to their power.

> *"Once the resort project was initiated, the community forced the developer to provide certain requirements; they are from the X area. So, they asked the developer, if you want to take this land, you must provide something in return to the community" RD1.*

Considering the historical context of the country, it is expected that residents of areas that witnessed a civil war against the government are treated differently to ensure their satisfaction. Besides, as the tribal system is still influential in Oman, the government maintains its legitimacy by the support of the tribal leaders (Common 2008; Worrall 2012) and therefore, ensures that key tribal leaders are satisfied. This is vital to minimise the likely event of going for protests that could destabilise the country.

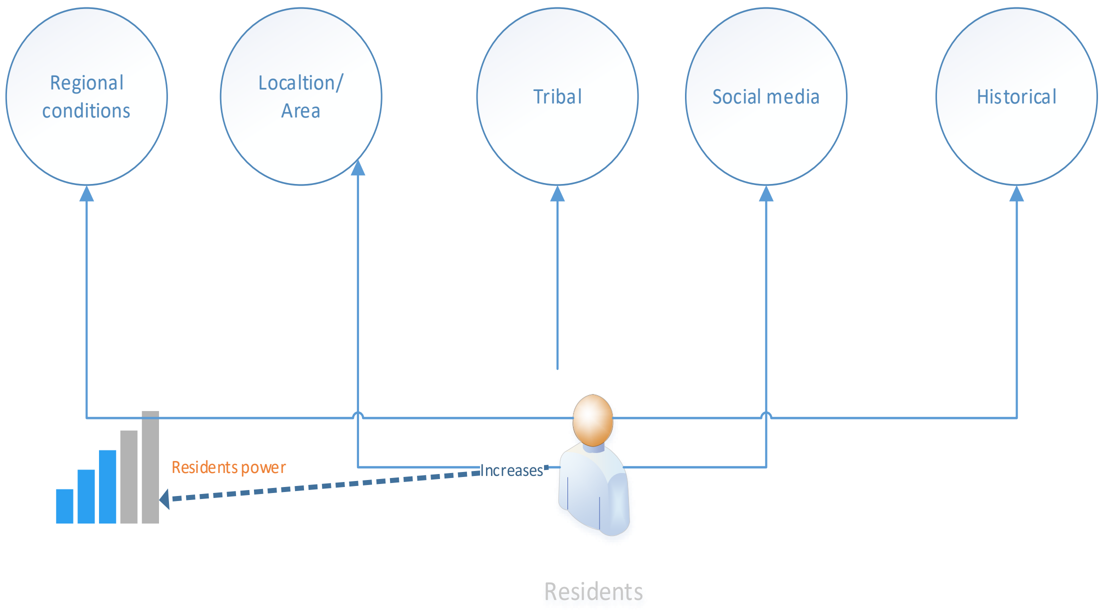

Figure 5-7 Sources of power for the public in Oman

One would expect that NGO role would go hand in hand with communities; both of which have witnessed increasing importance globally (Kennedy and Dornan 2009). However, in Oman, NGOs recognise that their role in the country is limited to giving advice whenever required, and NGOs cannot be in any way a barrier to country economic development (NGO1). The Ministry of Social Affairs and Development (MOSD) is responsible for establishing any NGOs or any associations in Oman (MOSD 2019). The establishment of any social association or NGO is governed by a royal decree 2000/14 where it specifies what type of associations that can be established in the country. Besides, the royal decree clearly states that it is prohibited that any association interferes in any political or religious or forming parties and, in case of violations, their licence will be revoked (Royal decree 2000/14). Any activates must follow the government guidelines, with certain decisions need Minster approval. The limited power of NGOs may be due to the conditional power of the public as if public power increases, it may be expected that the role of NGOs would improve.

For the purpose of the analysis of this research, the researcher made two groupings of stakeholders which are: Government ministries together, investors and operators and excluded the NGOs. The grouping was made based on the role and stake of each stakeholder in the resort projects. The government role is mainly strategic, planning and issuing permissions. The government owns the lands that are assigned for the projects and decides what type of investment best suits it and leaving the concept and detail designs to the investors. The grouping of the government stakeholders together allows the researcher to take a holistic view of their measures of success for these projects. The investors and operators were also grouped based on their role and stake in the projects as well as their perception of success which focuses on their financial returns.

In some cases, the investor is the operator and other cases, investors hire different operator but under their terms and condition. Therefore, their interest and role could be linked together. The NGO were excluded due to their limited impact and role in such development. Although the sources of power for the residents vary and changeable, it is not clear the impact of each of the items on the rights and power attributed to residents. Further research is needed to investigate the dynamic of people power in Oman and the impact on their rights as citizens on either tourism or non-tourism projects. The more the power of the citizen, the more benefits they can get when dealing with different stakeholders in an exchange situation which will be discussed in the next section.

5.5 Social exchange theory and trust in the context of research

The previous section identified three stakeholders' groups that are important for the long-term success of tourism resort projects in Oman. These are the government, with all its relevant units, the private sector, represented by the investor and operators, and the residents of the resort area. These stakeholders interact together, and their satisfaction determines the success of the projects. SET, section 3.3.3, forms a platform where the exchanges between stakeholders take place. Besides, trust between the stakeholders is an essential element that can contribute to the success of the exchanges.

5.5.1 Social exchange theory with trust and power in tourism projects in Oman:

This research takes a holistic view of the projects and focuses on long-term success. SET is used to explain how success is evaluated using multiple stakeholders with varying powers. It was identified that the government, private sector, and residents are the key stakeholders from the local community perspective for Oman. The research investigated a particular type of exchange between government, residents and the private sector. The government power can be linked to its ownership of the resources and planning of the tourism sector. The private sector is considered as the primary driver of investment in tourism, where the government expects 88% of the capital investment in the 2040 vision to be conducted through the private sector. The resident's power is conditional, as described in the previous section, where it varies across cities and is subjective to regional development and other factors.

The trust element between the exchange partners varies depending on the type of exchange. The government relationship with the private sector has both aspects of trust and control, where control is managed through a contract or a different kind of agreements. However, as it is challenging to cover all future uncertainties, trust plays a higher role between the two stakeholders to nurture the relationships. The government relationship with the residents is based on political trust, which is mainly derived from the political and social characteristics of the Omani society. People developed an appreciation for the Sultan whose family has ruled the country for more than 250 years. The significant improvement that the country has witnessed since 1970 has built considerable trust with the Sultan. However, this trust was shaken by the Arab spring movement that started in 2011, where protests took place in several cities. Although the protestors have chanted that the Sultan's authority is untouched and still trusted, specific government figures who were linked to corruption were requested to be removed.

The relationship between residents and the private sector does not take any direct forms as the government deals with all investment formalities with the investors. The government directly deals with the investors, and there is minimal involvement between the private sector and residents. However, as the tourism development project involves residents, their satisfaction is always sought by the investors. Residents tend to trust more the local investors as highlighted by IN3. Herko and Hanna (2017) argue that language barriers, culture and background between the exchange parties, are factors that prevent the trust from developing.

As far as SET norms show, the results demonstrate that in tourism projects in Oman, reciprocity, as well as negotiation aspects of social exchange, takes place. Besides, both control and trust play roles in forming these exchanges. The residents, having a conditional power within the stakeholders, can only use trust when being involved with any exchanges with the government or indirectly with investors/operators. Also, the government's role is both actor and mediator and is mediating between two stakeholder groups. The nature of exchanges can be explained as follows and is demonstrated in Figure 5-8:

1. Government vs investors/operators: SET is characterised mainly by negotiation norms with controls in the form of a contractual agreement outlining each party's expectations and roles. Moreover, there are always elements of reciprocity norms and trust, as negotiation in contractual agreements cannot cover all the future uncertainties. Hence, trust plays a vital role in the relationship as well.

2. Government vs residents: SET is utilised with the reciprocity approach, where political trust is vital in the success of the relationship. The government provides certain services, infrastructure, and laws to ensure that the investors support the community. In return, the community supports both the private sector and the tourists.

3. Private vs residents: the government is representing the interests of the residents; the relationship between the private sector and residents is based on reciprocity where each needs the other for the success of the project. Trust plays a big role in this relationship where the support for the project and tourists is linked to benefits received from the project. Residents will support the project when the resort meets their expectations of improving the quality of life in the community.

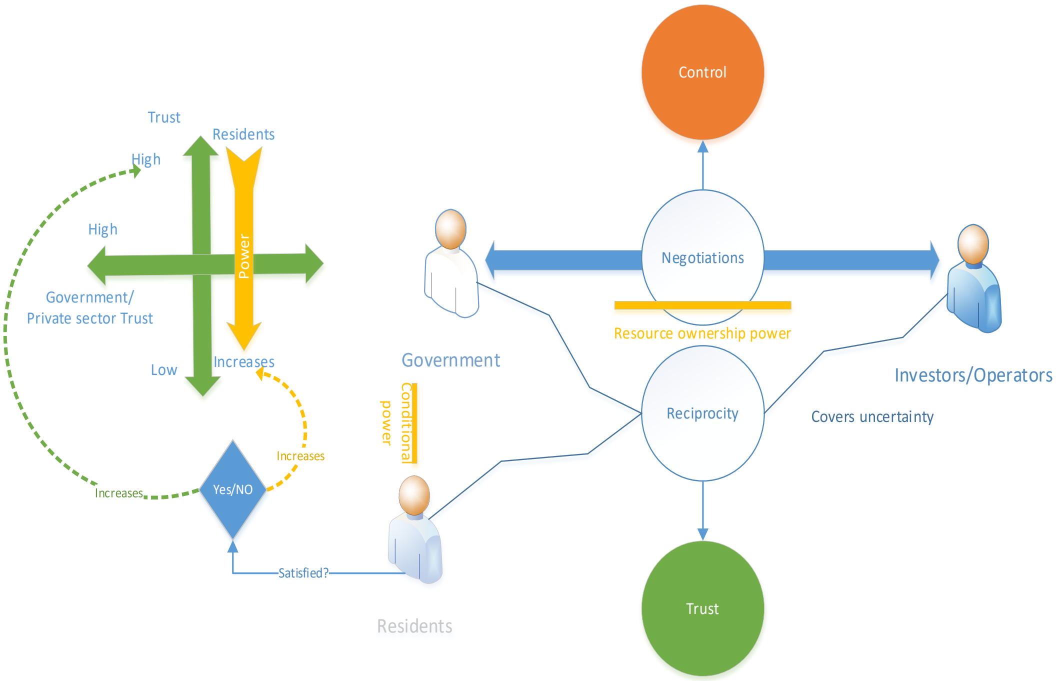

Figure 5-8 Settings of Social exchange theory for resort projects in Oman

The relationship between trust and power is not clear. Pieces of literature assert that a direct relationship exists between them, where a higher level of residents' power corresponds to a higher level of trust in the government (ÖUberg and Svensson 2010; Nunkoo and Ramkissoon 2012). Oskarsson et al. (2009) argue that the power difference between the two actors negatively impacts the trust between them. Although, it is hard to correlate between trust and power when both actors have high power, and trust can be eliminated when high disparities of power exist between actors (Farrell 2004). This is maybe due to the powerful actor exercising coercion and implementing plans at the expense of the others (Nunkoo and Ramkissoon 2012).

In this research, the resident's power is conditional and varies according to their trust in both government and the private sector. If the residents are satisfied, then their trust of both the government and the private sectors is at a high, which does not require them to seek power as shown in Figure 5-9. If for any reason residents are not satisfied with the development, then they will attempt to obtain more power through protesting or other means, which may have a negative impact on the development. The extent of the power, and the impact on the development the residents could do, is not clear for Oman but certainly is having unpleasant results.

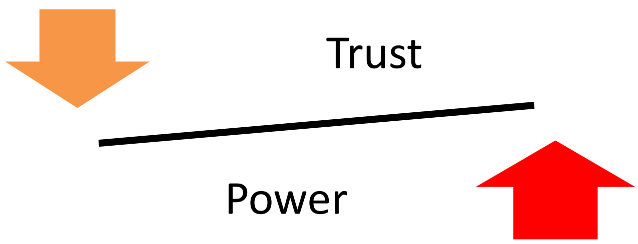

Figure 5-9 Resident's power and trust dynamic

5.5.2 Power and trust impact on the TALC model

One of the emerging findings of this research is the impact of stakeholder's power and trust on the Butler TALC model. In section 5.2.2, it was highlighted that the satisfaction of all stakeholders is one of the requirements for the resort to rejuvenate after the stagnation stage. If all stakeholders perceive that the project is a success, then it is natural that they would be interested in enhancing it. Trust between stakeholders is one of the pre-requisites for the resort to rejuvenate. The trust between the stakeholders can be impacted by the power of the stakeholders, as highlighted in section 5.5.1. It is essential that trust between stakeholders is maintained throughout the lifecycle of the project, and not only at a specific stage.

Table 5-1 Possible trust and power impact on the TALC model

Trust	Power	Possible Impact on the TALC model
High	Low	Rejuvenate
Low	Low	Unsure
High	High	Rejuvenate
Low	High	Decline

As trust develops between the stakeholders from the initial stages of the project, their interest in ensuring project success grows. Stakeholders would not seek to undermine each other's power; instead, they ensure that it is respected. Besides, it is usually hard to rebuild trust once it has been impacted, especially as the consequences may be severe. As highlighted above in the case of residents, if they lose trust in the project or other stakeholders, they would try to use the 'conditional power' that could have an adverse impact on the overall project. Table 5-1 shows the possible impact on the TALC model based on the dynamic of trust and power. Figure 5-10 adds a trust element to the Butler TALC model as a prerequisite for the resort to rejuvenate after the stagnation stage.

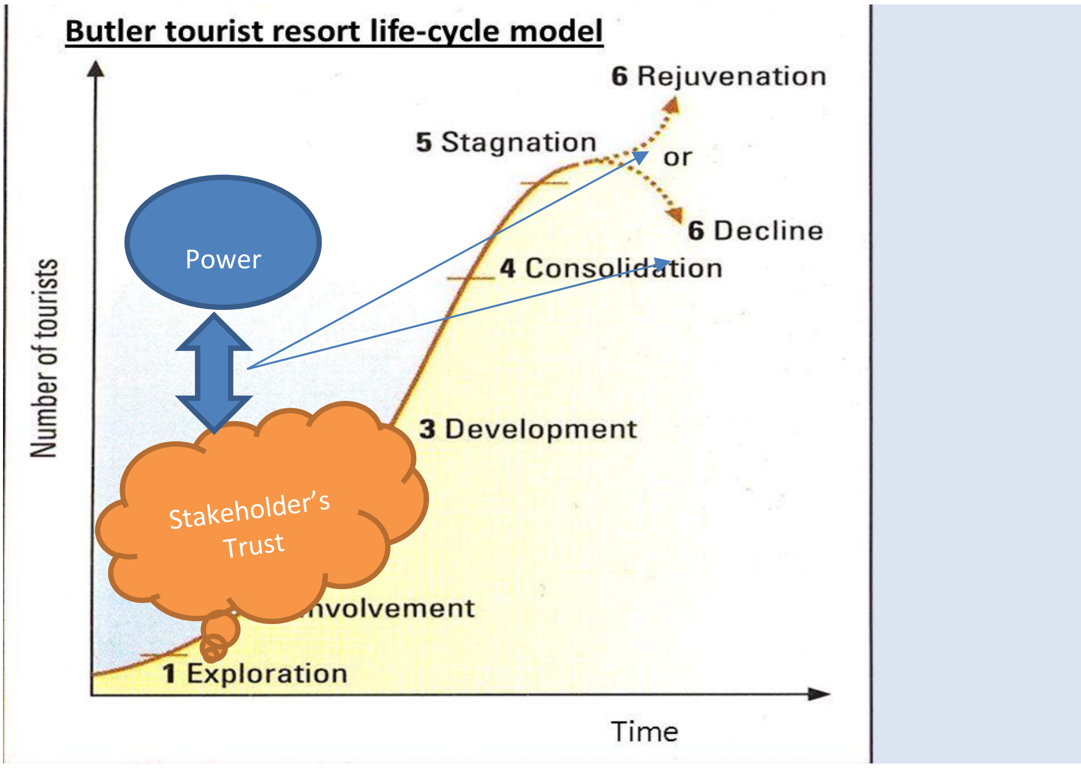

Figure 5-10 The impact of trust on the TALC model

5.6 Conclusion

The data analysis process required the researcher to read the interviews several times to capture as much information from the participants as possible. This resulted in obtaining answers to the research objectives, as well as allowing emerging themes to develop that are relevant to this research. The concept of project success, along with other project terminologies, have had inconsistent definitions (Zwikael and Meredith 2018) and scholars have attempted to explain the reasons behind this inconsistency. The research identified that there is confusion in the dimension of success, i.e. criteria and factors where they were used interchangeably in practice as well as in academia. The research identified three possibilities that may have caused this confusion and joins the call with other scholars of the importance of agreeing on PM terminologies, in order for the field to grow further. Also, the dynamic of project success is another cause that contributes to the ambiguity of defining project success.

The research then highlighted the specific timeframe of the evaluation of the long-term project success, which focuses the research on a specific phase of the project lifecycle. Defining a particular time of the evaluation is crucial to recognise the importance of the stakeholders for the evaluation that was pursued. However, as the stakeholder's role is a function of different variables, in the case of Oman being a developing country with a monarchy government, this poses specific settings on the role of each of the stakeholder groups.

The research confirmed the importance of government and the private sector for tourism development in Oman. The role of the stakeholder was directly linked to their power. The government acts as the custodian of tourism planning, as well as social, cultural and environmental protection. The private sector's role is vital in such a development due to their financial capabilities, as well as the government's depletion of oil resources. The resident's role has varied depending on different situations but still limited. As far as the NGOs are concerned, their role was almost negligent as they are powerless in the country.

As tourism necessitates the interaction between different stakeholders, SET was used to explore the exchanges that take place between the different stakeholders. The exchange partners considered for the tourism resort projects in Oman were the government, private sector, and the residents. Trust was an essential element that is required for both norms of SET, i.e., negotiations and reciprocity. The government-private sector exchanges have both forms of SET with trust and control elements. The relationship between government and residents is characterised by its reciprocity approach with political trust elements. Although there are no formal exchanges between the private sector and the residents, the government acts as both a representative of residents and a mediator between them. A failure of the exchanges could impact the overall success of the projects by increasing the power of the residents, which also have an impact on the TALC model. The next chapter discusses how SET forms the basis of the long-term success criteria and factors for the resort projects in Oman.

6 Chapter 6- Research finding and discussion: resort projects long-term success criteria and factors model in Oman

6.1 Introduction

Two of the objectives of this research is to identify and construct different stakeholder's long-term success factors and criteria and synthesise a model for the resort's projects success in Oman. Different stakeholders were interviewed to understand their perceptions of success criteria and factors for these developments. The data analysis confirmed the subjectivity of perception of stakeholder in line with the literature. Although stakeholders perceive success differently, some of these perceptions can be categorised under similar thematic coding that has common topics. Below is the analysis of the different stakeholder's group's critical success criteria and factors, as shown in

Figure 6-1. The analysis starts by exploring the success criteria and factors for each stakeholder group. Then, other stakeholder's views are discussed to validate each other's viewpoints. This allows the researcher to compare the group's similarities and differences for each question which would contribute to model building.

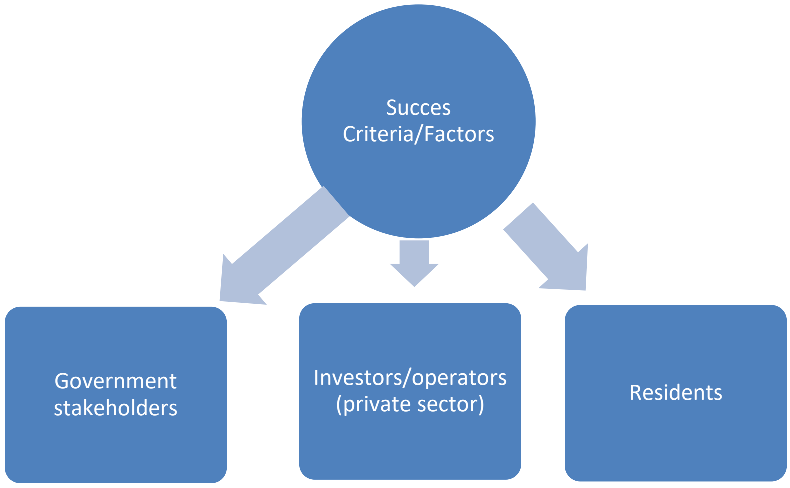

Figure 6-1 Success criteria for the different stakeholder groups

Once the stakeholder's specific criteria and factors are identified, SET is used to understand the mechanism of the exchanges takes place to form the success dimensions. The use of SET is combined with the roles of power and trust discussed in the previous chapter. This forms the basis of development of the success criteria and factors for resort projects in Oman. The model dynamic is then presented to understand how the different scenarios take place. Finally, the model was tested with examples from the data.

6.2 Research objective 4: Formulate the components for tourism resort projects' success (factors and criteria) based on relevant stakeholders' long-term success evaluation

6.2.1 Resort success criteria

Participants were asked on how they would evaluate the long-term success of the resort's projects. They have come up with several criteria that matter to them, which has been categorised into themes, as explained in section 4.8.1.4.2. The analysis showed that there are specific stakeholder's criteria while also recognising other stakeholder's criteria. For example, the financial returns of these resorts are perceived to be a fundamental criterion for the investors and operators; however, they also consider improving the overall country tourism image which is a criterion by the government stakeholders. The next sections identify these criteria per stakeholder groups.

6.2.1.1 Government stakeholders

According to government stakeholders', the success of the resort projects in Oman is evaluated against main criteria of contribution to the national tourism objectives which also includes environmental sustainability measures and the extent of support to the community. They also recognise the importance of private sector criteria of financial success. Figure 6-2 shows the categories and subcategories for government stakeholder's success criteria success.

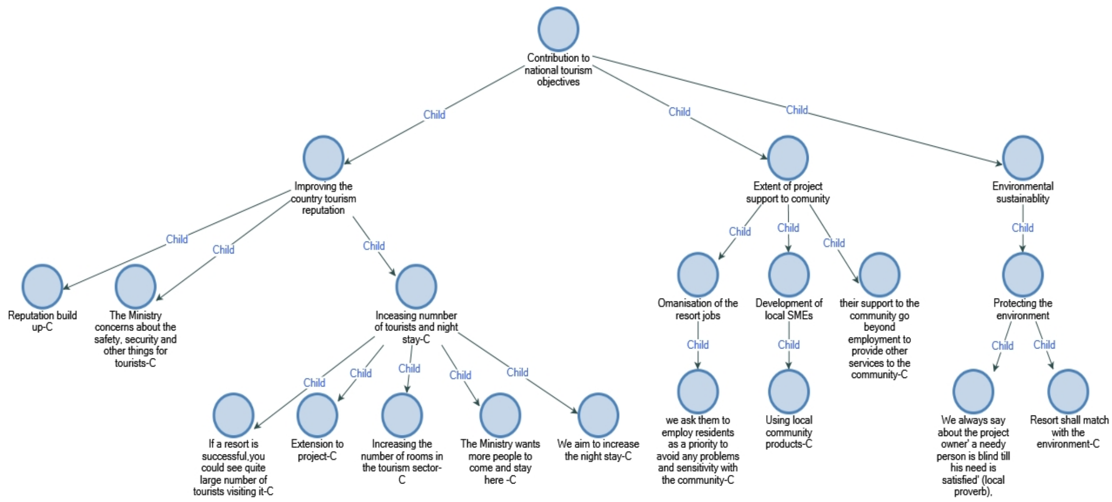

Figure 6-2 Government stakeholders' success criteria

6.2.1.1.1 Contribution to national tourism objectives

The government stakeholders evaluate the success of tourism resorts based on the contribution of these resorts into the national tourism objectives. As stated in section 3.4.5.2, the country has embarked on a long-term tourism policy (2016-2040) in which resort development has been identified to be the central part in achieving the objectives. The theme of contribution to national tourism objectives is made of three elements which are: improving the country tourism reputation, the extent of project support to community and environmental sustainability. The other stakeholders also share the importance of contributing to the national tourism objectives.

6.2.1.1.1.1 Improving the country tourism reputation

The government of Oman, aiming to diversify its income, recognises the importance of tourism to achieve economic diversification. With its relatively recent entry to the tourism market, the county needs to build up its reputation and brand itself. Oman Tourism policy adopts "premium strategy approach" with a focus on the luxury category (OTS 2016). Therefore, there are criteria for resorts success that can help in meeting the country tourism objectives that were highlighted by the government stakeholders such as building the country tourism reputation and increasing the number of tourists and their night stay in the country while keeping the safety and security of tourists.

The government aims to build quality resorts that can attract more tourists and hence increasing the overall number of rooms and tourists.

> *"Our main objective is to attract travellers. The Ministry wants more people to come and stay here" GV2.*

Another stakeholder puts as "As far as MOT criteria, attracting tourists, quality of the resorts" GV3 are essential criteria. The resort shall be of high quality to attract the "premium" travellers to the country, which is one of the technical criteria the ministry evaluates projects against. Although the policy aims to attract a particular segment of travellers, it still aims to increase the number of overall tourists. Every resort project has the capacity to contribute to this objective and can be measured against it as well.

Moreover, with more tourists coming, it shall lead to the expansion of these resorts, especially for the ones that plan the phase implementation. The executing of the expansion plans is also a criterion against which government stakeholders measure the success of these projects.

> *"They start by developing one phase, and usually the move to the next phase is decided upon the success of the previous one. So, if the first phase, for example, was not successful, then the project does not move to the next phase" GV1.*

As the mega projects divide their devolvement into phases for different reasons, committing on the development of the later stages of the projects is a measure of success. It indicates that the project is progressing as per the feasibility and is meeting its expectations.

The reputation of the resort can support the country's reputation, and that is one of the criteria the government judge the success of the resorts. The reputation of a resort can attract more tourists, *"Its reputations build up here in the governate, and it becomes one of the main destinations within the governate; a must-visit place" GV1.*

Besides, the safety and security of the resorts are crucial, which act as a criterion of success for resorts success.

"The Ministry concerns about the safety, security and other things for people" GV2.

6.2.1.1.1.2 The extent of project support to the community

The resort projects success is evaluated against the support it gives to the community as per the government stakeholder's viewpoints. The support can be demonstrated by different means such as the 'Omanisation' of the jobs, training, and development for the local staff, development of the community small and medium enterprises (SMEs) and services that are provided to the community.

The 'Omanisation' or the employment of the local people is one of the criteria for success of the resort projects and one of the aims for Oman 2040 Tourism policy. The 2040 policy states that the direct and indirect employment will grow from 89K in 2013 to 535K in 2040 (OTS 2016).

"Yes, and another important item about these investments whether it is a resort or another, they shall give jobs for the locals" GV2; "We ask these mega projects to employ the residents in the project as well as training and development" GV1.

These extracts suggest that the government is encouraging investments in the country in different areas, including the building of resorts. Therefore, the government expects that jobs will be created and utilised by the local people to minimise the unemployment gaps as well as providing employment within the different regions of the country, which helps in regional developments. This criterion can be measured and controlled through the Ministry of Manpower, also the authority responsible for issuing visas for the expatriate employee. Therefore, if the project does not achieve the minimum Omanisation level, then it is difficult for them to get a permit to employ from outside the country. It is also expected that these resorts provide training and development for the local staff to grow their career within the projects.

Furthermore, it is expected that these projects support the development of the SMEs in the community as well as provide services to the community. MOT plans to establish tourism-related business start-ups that provide cultural and nature-based experiences (OTS 2016). "These resorts are expected to use local products as possible (GV3). The more local businesses and products used by the project, the more benefits the community will gain hence classified as successful. Besides, the support for the community can take part as providing services to them, as explained by GV4:

> *"We also look at the social aspects, is this project going to provide services to the local society, i.e., provide public facilities with subsidised prices for local."*

6.2.1.1.1.3 Environmental Sustainability Measures

The government recognises that in order to have sustainable tourism development, the environment has to be protected and hence one of the emphases on the 2040 policy is the environment suitability which is demonstrated in their logo "Our environment, our future" (MOT 2016, p.28). This was also reflected in the interviews with government stakeholders: "Resort shall match with the environment" GV2. The resorts are usually capitalising on nature beautify of the country and shall preserve it to sustain long-term existence. The design of the resorts shall match the location its build on, and it shall use environmentally friendly materials. Therefore, the success of these projects is measured in accordance to the sustainability of the environment and preserving the places where these projects are developed and government, through its different units, measures the impact of such projects to the environment. The government understands that certain investors would like to bypass specific environmental procedures in order to get the projects operating as soon as possible regardless of the cost on the environment.

> *"We always say about the project owner': a needy person is blind till his need is satisfied' GV4; however, the government insists on taking sustainable environmental measures. The investors try to get their projects approved and started, and they want to ignore any requirement. Plog (1987) summaries it as ''tourism contains the seeds of its own destruction, tourism can kill tourism, destroying the environmental attractions which visitors come to a location to experience.''*

6.2.1.1.2 Other stakeholder’s viewpoints on government criteria

Having to work together in achieving the national tourism policy, other stakeholders emphasised the importance of the government success criteria. The investors try to develop projects that help in achieving the national tourism objectives, which they view as essential criteria. They consider opening as many developments as possible in this time of the country stage of tourism. Moreover, developing products that have high quality to attract international tourists and products suitable for the local market is also a criterion for investors to evaluate their success.

> *“Part of our success is also to launch as many projects as possible to fulfil a bigger agenda with the ministry of tourism, to accommodate tourist and provide employment for the Omani and so on and we are doing that in the basic requirements"IN5.*

This extract demonstrates that investors evaluate their success also by how they contributed to the overall country tourism objectives. The more projects developed, the faster they could have a noticeable impact where the government can see investor's efforts and initiatives.

> *"The national objective is to provide new products for the local market that are not currently available either in tourism, education or logistics" IN4.*

The local tourism market is an area the government focuses on as there it lacks development, and when the investors take risks in these developments, it is viewed as a success for them. Developing local products does not mean that profits are ignored but rather still necessary; however, due to lack of previous development, the risk is higher in them.

The residents share the same viewpoint on the criteria of the extent of support to the community. The government works as the entity that set the laws and rules that the resort projects benefit the local communities.

6.2.1.2 Private sector stakeholders

The success criteria for the investors and operators’ stakeholders focused more on the project financial performance while recognising the importance of meeting the national tourism objectives. The project financial performance is measured through the return on investment, which is supported by the success of the resorts: guest and staff satisfaction and repeated guests. Besides, establishing a recognisable brand is a success criterion for investors and operators. The other criteria are to have the project start operation as soon as possible to allow faster cash flow. Figure 6-3 shows the themes and subthemes for the investors and operators success criteria. Other stakeholders, i.e. government and residents, also view that financial success of the resorts to be crucial for the success of the project.

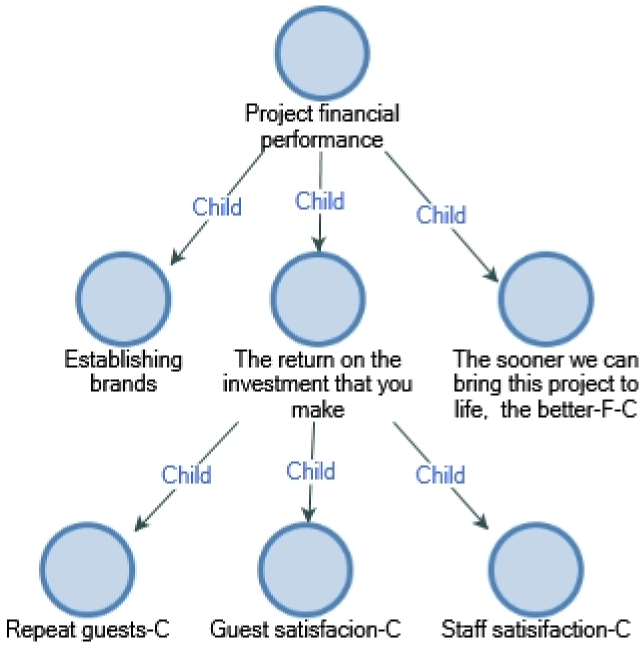

Figure 6-3 Investors and Operators success criteria

6.2.1.2.1 Project financial performance

According to investors and operators, financial performance is an essential criterion of success. The financial performance is generally based on a feasibility study that is conducted before the start of the project and measured with the actual performance against predictions.

> *"So, for the investor, you know the return of investment according to the feasibility study promptly according to the schedule, whether it is achieved or not; this is the most*

important countable criteria. The financial criteria are the easily measurable one, this is number one, and it is investor aim" IN1.

The financials return decides whether the investment is a success for the investors regardless of the other criteria, which make this criterion crucial for them. The financial success is also important for the operators whether operated by the investors directly or outsourced: "…and of course, revenue. Definitely, revenue is important criteria" OP3. This is also applicable for the government companies where they could tolerate long term returns, but the investment must be financially profitable:

> *"We would look at 9-10%. We are happy with 9-10% because we want to make sure that we develop what meets the country's interests" IN3.*

The government companies, although they can go for lower returns of their investment to support the national plans, still consider the return of their investment to be significant. The government, as stated in the 2040 tourism policy, understand this drive and hence showcase these investments as lucrative to attract the investors (OTS 2016). The financial returns come as a result of operational success where the guest and staff satisfaction and repeated guests and used as criteria of success.

Literature confirms the importance of financial success throughout the project lifecycle, including the long term investment. Zwikael and Smyrk (2012) call it the project investment success where they highlight the importance of adequate return on the investment in the project. Turner and Zolin (2012) also highlight the importance of whole life value of the project from the perspective of investor/owner, which can be measured during the impact of the project. Furthermore, Shenhar and Dvir (2007) have also emphasised the importance of profits for the business success stage of their model.

Operational success aims to increase revenue by providing excellent guest experience, to obtain their satisfaction and hence staying more extended periods in the resorts and increasing the number of guests. Staff friendliness and retention is also key to this success. Guest experience has been highlighted to be an essential criterion by investor stakeholder:

“I know the guest experience is important. If I do not provide them with great experience, I will not be getting my revenue” IN4.

The investor believes that providing ‘great experience’ to the guests is ‘important’ and can help them in achieving their financial success. The guest experience can be viewed by their willingness to come back again.

“Then you need to make sure that your rate of returning client is maintained, you want the same client to come back to you, and that is also necessary. One sold and maintained; then you gain a lot; you gain a loyal client who will also recommend you, then you get sales for free. So, it is necessary”.IN1.

The repeat guest can save the resort much money in terms of marketing and recommendation, especially with online rating websites and social media.

Moreover, staff retention is also considered to be a measure of success for these resorts.

“The guests do not only like a high chandelier or beautiful building; they always like the great human being who is serving them” OP3.

Although the building is important, the main focus when it comes to resorts remain with human interaction which makes a significant difference. Therefore, the operators need to make their staff satisfied and retain them, which reflect in their dealings with the customers.

Establishing and building a brand in the tourism industry is also used as criteria of success by the investors.

"But that is again, it is not related to finance only, of course to the shareholders, the finance is vital, but for us it also the fact that it is an established brand, so our company today has a value" IN8.

The more recognised the resort is, the more successful it is perceived to be. Besides, getting projects operational on or ahead of time is another criterion that indicates the capabilities and seriousness of the investor; hence, it is considered as a success criterion.

"The sooner we can bring this project to life, the better. In the recent project that we have finished, the main message our chairman has portrayed to the outside world is that we have finished this project in a short time, that is a success for him" IN5.

It is of high importance at this stage of tourism policy implementation as the government could provide additional investment and incentives for investors who deliver projects faster.

6.2.1.2.2 Other stakeholders' viewpoints on private sector success criteria

The financial performance of the resorts was viewed to be a criterion of the success of these projects by the government and residents' stakeholders.

> *"It is actually very important criteria in the evaluation, we MOT announces a land for investment, we do not only look at the technical evaluation but also, evaluate the financial aspects" GV4.*

The government evaluates responses to the development projects in both technical and financial aspects. They want to make sure that the developer is capable technically and can deliver a quality project. Ensuring that such investments are financially successful shall attract more investors to take such opportunities which one of the values stated in the 2040 policy is

"Attractive investment environment and opportunities for both investors and SMEs" (OTS 2016).

Therefore, the government wants to make sure that these investments yield attractive financial results for the investors.

The residents also view the financial success of the resort as essential criteria.

> *"They expect a financial return, they have spent quite a lot of money to develop it, and it cost so much to build here in Al Jabal Al Akhdar due to nature of the mountain. The topography here is difficult. So, for sure they account for their cost and expects profits" RD2.*

Therefore, the residents understand and expect that these projects shall be profitable financially, and this will also help them in gaining more support from the project.

6.2.1.3 Residents

The resident's criteria for the success of the resort projects focus on the extent of support they obtain from the project. These criteria are grouped into three categories: the Omanisation of the jobs, the services provided to the community and the support for local SME development.

Figure 6-4. shows the local communities' success criteria. The levels on Figure 6-4 signify the nodes and sub notes, or codes and categories, as explained in the coding process. For example, the category of 'extent of support to the community' has three themes, Omanisation, services to community and support of SME. The Omanisation has one main code related to the training and development of the local staff. The services to the community have two codes, financial support and providing access to certain resort facilities, i.e. marina in case of sea resorts.

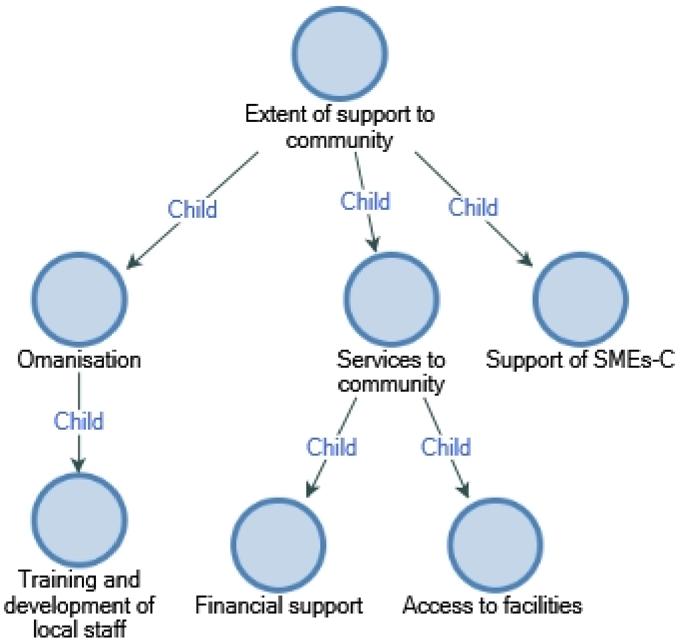

Figure 6-4 Local community criteria

6.2.1.3.1 The extent of support to community

The resident's criteria for the success of the resort projects focus on the benefits they obtain from the project. The Omanisation of the jobs (providing jobs for the locals) is an important criterion. Residents expect that they get attractive jobs in these resorts; however, in several cases, they get low skill jobs due to lack of experience. Residents expect jobs in managerial positions rather than only the low skilled and paid jobs. This is common in a tourism project in developing countries where citizens usually are given poor and unskilled jobs while the expatriates are holding better-paying jobs (Mbaiwa 2005).

"If the project is successful, then there will be certainly employment" RD1 as well as training and development opportunities: "the resort shall develop them for a manager or assistant manager position" RD1.

The extent the resident criteria are, determine their support to the tourism and the projects.

The second success criteria for resort projects from resident's perceptions are services provided to the community.

"They are also planning to develop for them a football pitch. These are all services helps the community, and it helps that the community in return support the resort" RD2.

On the other hand, not providing any support can cause a negative attitude from the residents;

"yes, they wanted to get a marina for their boats, and they have asked the project as well as other ministries, but they did not get anything" RD1.

Residents evaluate the success of these project by the amount of the services received as a consequence of the developments.

The third resident criterion is the support provided for the local SMEs. "We had big hopes that the project will support the SMEs" RD1. The support can be viewed in terms of the number of contracts given to the local SMEs for either providing services or products. The support can improve the positive perceptions of the residents as they create more jobs and bring more developments to the community.

Meeting the criteria for the residents impacts their satisfaction with resorts and tourism. This has been supported by literature where Nunkoo and Ramkissoon (2009, p.272) research showed that the level of support to the resort projects is influenced by the resident

"level of satisfaction with the community services, the perceived state of the local economy and their environmental attitudes."

This has also been confirmed by Diedrich and García-Buades (2009) research where they stated that any negative perception of tourism development by the community could have an adverse impact where tourists will not be welcomed by the community which can be escalated through media.

6.2.1.3.2 Other stakeholders' viewpoints on resident's success criteria

Both government, investors and operators view the support given to the community as necessary and help in achieving the resorts project success. The government shares the same criteria with the community and work alongside developing laws that ensure the community benefits from these projects. For the investors and operator, the support can be measured through the employment of local staff, their training, and development as well as the development of SMEs through the purchasing of local products and the development of a sustainable business. These criteria can also help in gaining the support back from the community for these developments, so the investors and the operators work to achieve this criterion:

> *"Because when you are going to do something, somewhere, of course, the community have to benefit from it as well, whether it is in terms of employment, or whether it is in terms of business to SMEs or big companies" IN2.*

The community has to benefits from these developments, and that can be directly through employment and indirectly through business opportunities that the project brings to the community.

> *"I would evaluate success for the surrounding community is if the project is enhancing the SME growth and independence of the community from the project" IN1.*

So, the success is not only by establishing the SMEs due to the presence of the resort but extends beyond that to be self-dependent and survive without the project if needed which is a benefit for the community.

6.2.2 Resort success factors

Similar to the success criteria, participants were asked on what are the success factors for the long-term of these projects. The participant's viewpoints of these factors are linked to their view on how success gets evaluated, i.e., factors that help in achieving success. Each stakeholder groups identified success factors within their control and others that are influenced by other stakeholders. Besides, stakeholders also identified factors that naturally available in the country and external political and economic factors that impact the success of the resort projects.

6.2.2.1 Government stakeholders

Government stakeholders' have highlighted factors that can lead to the success of these projects. The success factors if working together can help to improve the chances of the success of these projects for the long-term. The factors vary from providing the necessary infrastructure to the projects, to government facilitation in terms of visas and procedures and providing direct airline routes with the source destinations. Not attending any of these success factors will have an impact on the long-term success of these projects. Figure 6-5 shows a list of the government stakeholder's success factors. Other stakeholders share similar viewpoints on the importance of their own government factors.

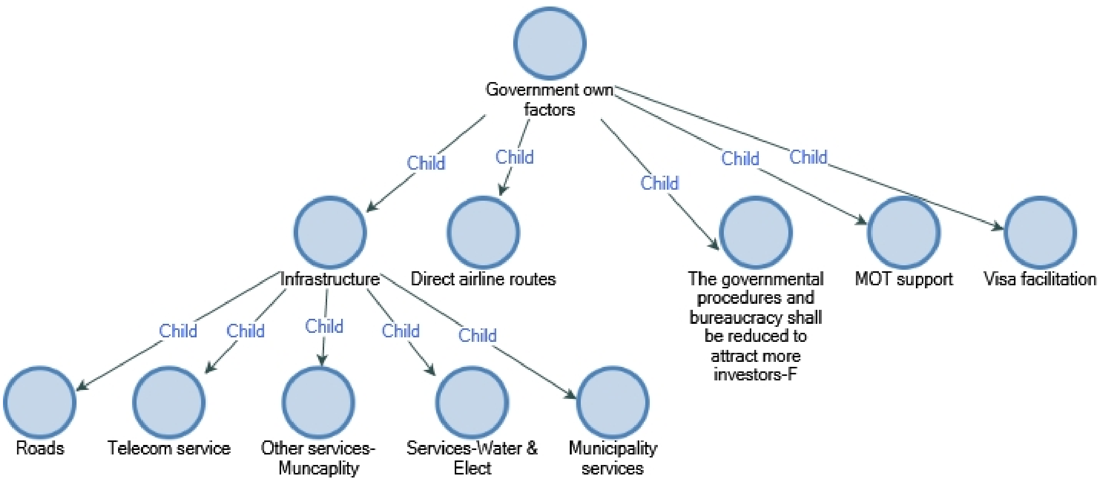

Figure 6-5 Government stakeholders success factors

6.2.2.1.1 Government-related factors

The government, with its different operating units, have a role to make the resort projects successful. The Government stakeholders acknowledge that having the necessary infrastructure in the areas where these resorts are developed is one of the factors of success. The basic infrastructure consists of the availability of roads, electricity, and telecommunication services such as mobile and interest service.

> *"Having an infrastructure is one of the basics. All the infrastructure needs to be available such as electricity, water, roads, telecom. These all help the projects to succeed" GV3.*

This has also been confirmed in literature where Robinson and O'Connor (2013) emphasised the importance of the infrastructure. The services are provided by the government and delivered to the resort area as part of the government incentives to attract investors (Hamza et al. 2017). Moreover, having different activities and attractions in the area where the resorts are established is considered to be a crucial factor of success, and this encourages tourists to extend their stay long in the area.

Besides, having direct airline routes with source destination that the country is aiming to attract as well as providing visa facilitation for these countries is an essential factor to attract tourists. One of the senior government officials puts it as

> *"If we can get a direct airline with our main tourist source countries and the tourists could be visa exempted or on arrival that will help the tourism flourish" GV5.*

The bureaucracy that currently exists in the country has been criticised as one of the areas that deter investors from coming, which was highlighted by one of the government stakeholders.

> *"One important issue is that the government or the Ministry shall reduce their rules and regulations, and it will be straightforward to get approvals. This is one of the difficulties investors are finding which has been recognised in literature highlighted the absence of bureaucracy as a success factor (Tosun 2000). The governmental procedures and bureaucracy shall be reduced to attract more investors" GV2.*

6.2.2.1.2 Other stakeholders' views on government-related factors

Other stakeholders have also emphasised the government role in making the resort projects successful. The infrastructure plays a functional role in the resorts projects to succeed. Moreover, the government should minimise the bureaucracy, which is seen as hindering projects' success. Visa facilitation is also seen as a factor for the success of these resorts project as this ensure getting more tourists to the country.

Roads and telecommunications are viewed to be important factors as they allow more people to visit the resorts using standard cars instead of only limiting them to a particular type of vehicles.

> *"Well, you know because it is an unpaved road, it allows people with 4*4 vehicles to come up, so obviously if we have a proper road, we will have more guests that can come up. So, that is definitely a factor" IN8.*

Moreover, the availability of the telecommunication network, whether for the mobile calls or interest is also viewed to be a factor for the success of these resorts.

> *"Yes, for the hotel, it is a necessity. You cannot really live without mobile coverage and internet. So, that is something significant. The 2nd question after check-in is the internet; is it available or not?" IN2.*

Investors view certain government processes as taking a long time and shall be minimised as it costs them money.

> *"So, the process instead of taking you 1 to 1 1/2 years, it takes not 2-3 years. Moreover, that is already much money stuck, and your cost of money goes up. It is essential to know the steps and share with them your plans and get guidance from them as early. Certain approvals you cannot get till you start, but at least if you get their guidance, it makes it easier and if you go in the wrong direction, they can bring you in at that point; so it is very important" IN8.*

The easiness of obtaining visas for foreigners is also has been highlighted as an essential factor to get the flow of tourists to the country. "See, visa facilitation is important and good for the country" IN8.

The residents also highlighted factors that are within the control of the government authorities, which can influence the long-term success of the resorts in Oman. These factors are mainly within two categories, providing the required infrastructure of road and telecommunication as well as improving the overall destination to create other tourism-related business and facilities.

> *"As far as roads, if the project wants to succeed, a sustainable success, they need to make appropriate roads" RD1.*

As resorts are built in attractive natural areas, there is generally less infrastructure available, unlike the urban place. So building the infrastructure is crucial in the success and roads are an essential requirement to get the visitors to the place. The road needs to be 'appropriate' and safe to use so visitors can reach the resort easily. Furthermore, the area where the resort is built would require having facilities as more tourist expected to come and they need to spend time within the nearby villages and attraction. Hence the government shall facilitate these developments in resort areas.

6.2.2.2 Private sector's stakeholders

Investors and operators have some similar and different factors that are important for the success of the resort projects. Since the investors can either operate the resorts or assign brand operators, the success factors are grouped into two main categories, investor-related factors, and operational factors. Then other stakeholders views are about these factors is discussed.

6.2.2.2.1 Investor related factors

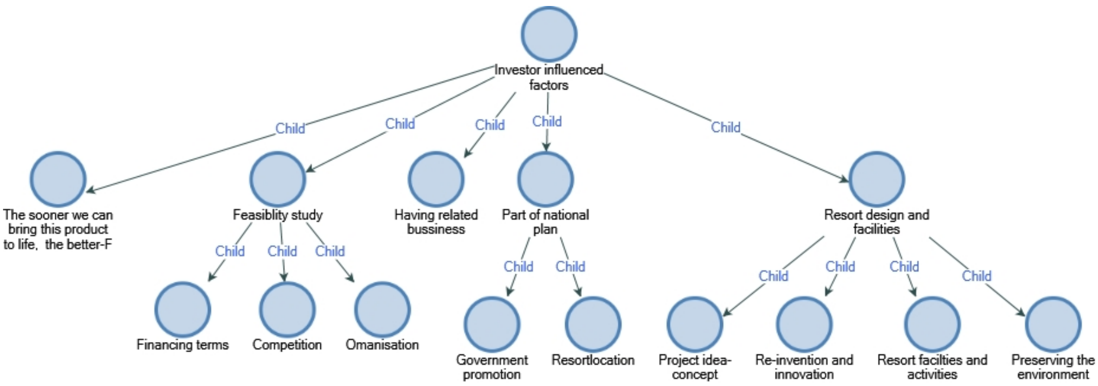

Figure 6-6 Investor related success factors

The success factors if working together can help to improve the chances of the success of these projects for the long-term. These factors are within the control of investors and can help them in making these projects a success. For example, the investors ought to make a proper feasibility study, a beautiful design and facilities, and aim to have the project in an area that is part of the national plan. Besides, the faster the project can start operations, the better for getting the revenue. Besides, having related tourism business such as tour operators or cruises can help the investors in providing different offerings. Figure 6-6 shows the categories and their subsequent codes.

One of the essential aspects of developing projects is having the feasibility study which reflects the market needs.

> *"Because when you do your business plan, and you look at your demand analysis, that is what is going to influence the return of investment and what kind of investment is to be made" IN2.*

The financing of the project is an important factor for success for the investors as this could help, especially when the market is slow.

> *"So, make sure that you finance at a level where it becomes not that risky, so when there is an economic situation, you will still be able to manage your financials instead of going into a deep hole that you cannot get out of" IN3.*

Another factor of success that investor can influence is choosing known brand operators as this helps in many aspects, especially in marketing.

> *"We also like to work with international operators when it comes to specific hotels and specific locations because the international operators have international reach and access, and we want to make sure to get Oman on the map. So, we need to get their database; we want to make sure they market Oman and market our projects" IN3.*

Moreover, having a unique design for the resort with supporting activities is one of the factors for success.

> *“You may be among known resorts in the same area, city or country, but how do you distinguish yourself?” IN8.*

The design of the resort shall also include a variety of activities as resorts are expected to have facilities, activates within them;

> *“and at the same time the facilities that are available in the resort in terms of F&B offering, in terms of entertainment such as spa, dive centre, if you have kids club it'll be an advantage” IN2.*

Moreover, selecting a location as part of the national government plan would help in getting the appropriate infrastructure as well as promotion from the government. The government has assigned specific locations to be developed according to the 2040 tourism policy.

> *"If you are part of the locations which are promoted, i.e., it is included in the national strategy, then definitely you will have a much bigger impact and louder voice because will be promoting you along with the destination. So, this is one of the factors" IN1.*

The location of the resorts shall also be a beautiful area where it can serve as a relaxation place.

> *"Our location is excellent, we have various hiking options, near to the property only so guests can do it on their own. Apart from that, they can take help from the guide. Basically, the guests coming over here, they want to have relaxation, they want to be away from the main city, so definitely I see the location as a good factor and helps" OP2.*

Furthermore, it is essential for the investors that the project is delivered on or ahead of time and budget as this means starting up the operation phase quicker.

> *"This means that the project needs to be fast, within budget, the more you start getting revenue, the more you are making money. If the project takes more than required, then you start losing more" IN3.*

Moreover, having another supporting business, whether it is in the downstream of tourism or a different type of resorts can also increase the success of each project. This helps in giving the tourists options that they can choose from.

> *"That also helps us a lot, because we can also provide two different experiences. Here we are completely green, and natural ambience surrounded you, and guests stay here two nights and stay there for another one or two nights where you are getting completely Bedouin experience" OP3.*

6.2.2.2.2 Operations related factors

For the success of the resorts, some factors are within the control of the operators. The factors can be grouped into four areas: resort related factors, guests related factors, brand and marketing, and community involvement. The operators can influence the overall success of the project if they follow these factors. Figure 6-7 shows the categories and subcategories for the operator's success factors.

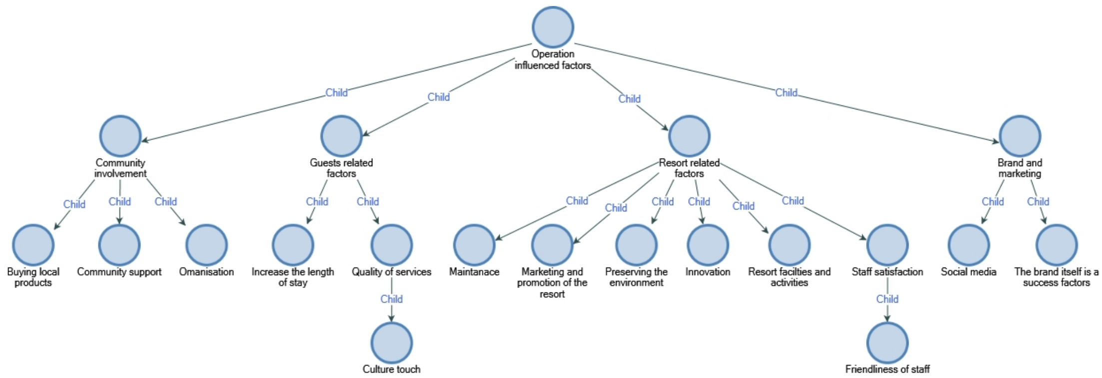

Figure 6-7 Operators success factors

The resort related factors are concerned with services and activities that the resort provides as well as environmental protection measures, staff satisfaction, maintenance and marketing, and promotions. The resort's activities help guests to stay for more extended periods

> *"We have activities that we offer our guests. The resort itself arranges certain activities, and we have more to come, it is important for us that we bring more interesting activities so the guests will be attracted more and keep coming back to us" OP1.*

As far as protecting the environment, the operators understand its importance to attract tourists

> *"It is important to note that we part of nature and not coming to destroy it, we need to connect to each other. This is also an essential element that attracts more tourists" OP1.*

Staff satisfaction plays an important role as a factor of success for these projects

> *"Sure, but I would think the more important whoever is employed in the project to feel part of the project and want to grow with it, they have to feel equally important, and they feel a strong responsibility to grow, and they do it right. This will have a powerful impact on the success of the project" IN1.*

Moreover, one of the important operational factors is the make the appropriate maintenance for the facility to ensure that it can keep its shape for the long run and minimise breakdown costs.

"But other factors I think that are important for Success for this sector, I think the maintenance of the facilities or the services. See a resort can open, and it is a 5 or 4 star, and it gives that experience for the first two or three years or five years. If there is no reinvention and innovation in that business, this hotel will die" IN5.

For the guest's related factors, the quality of services provided as well as increasing their length of stay is important factors that the operators can impact. The level of service offered to the guest is an essential factor of success which is within the control of the operators. This contributes to the guest's satisfaction and hence their decision to come back again and/or provide good reviews for other guests.

"The quality of the delivery, service quality, all of these are related to the same point of occupancy and daily rate and the cost. So, definitely, the quality of delivery is important and at what level you wish to operate according to your delivery" IN1.

The brand name is also considered to be a success factor, as it sets the level of expectation for the guests;

“The moment you say X, it's very well known. The name (brand) itself is one of the success factors that you have. People would know what to expect because as a brand, it always focuses on indulgence" OP1.

Besides, online marketing has demonstrated to be influential along with the traditional ‘word of mouth' in the success of projects;

"I want my customers to be brand ambassadors; their word of mouth is important. And we are getting good feedback either by internet or letters or any means the guests want to use" OP2.

The community involvement is different aspects of resort operations from recruitment, to buying local products and engaging with them are important for the success of the resorts. The recruitment of locals can be a factor for success.

"Always the foreigners when they come to Oman, they are happy to see local people working on the hotels, which means that they are in touch with the Omani culture in my resort. This has always been a unique selling point" IN4.

Also, working closely with the community and buying their local products can help operators succeed as this engages them and demonstrate to the community benefits out of these projects.

> *"It is definitely being considered, as far as the resort is concerned, anything that we buy is from the local companies" IN8.*

Besides, Oman is known for its rich culture, and many tourists come to explore this part, so engaging the community with cultural events can be beneficial for both the guests as well as the community.

> *"But I would say that resorts shall also be able to bring in the local culture and local environment around there and expose that to the guests. That would enrich the holiday experience of the guests, and that is another success factor from the point of view of the guests" IN8.*

6.2.2.3 Other stakeholders' views on the investors and operators success factors

Both the government and residents' stakeholders agree with the factors that are within the control of the investors and operators. For example, selecting a location that is part of the national tourism plan is viewed to be an important factor in success. The location of the resort is one of the main factors of success for these projects. Oman has a variety of attractive locations whether at the long beach, extending for more than 3000 KMs, or mountains that have a decent temperature in the summer, or the deserts that give exceptional experience for travellers. Location

> *"Has to attract tourists; also, there have to be different activities. The tourist is not coming to stay in the hotel only; he wants to stay in a resort, for example on the beach" GV3.*

The concept and design of the resort are viewed to be important for its success,

> *"Also, visitors who come, they do not want to see what they have in their countries; they want to experience something new. What is different here in Oman or Al Jabal Al Akhdar, how much information we know about these areas? It is important that the resort is designed in a traditional way that represents the area; it should not import the idea from outside" RD2.*

Moreover, the concept of the resort is one of the factors that help in successful projects: "the main factors for success is the project idea. What is the project idea?" GV4.

Furthermore, both government and local community view that the operator's engagement with the community is crucial for the resort success;

> *"Because if the investor wins the community, be sure that your project will succeed" GV1.*

Community support is so vital that if the investor obtains the support from the community, the overall success of the project can be achievable.

> *"If the project brings good benefits, like employment, community support, business support, it will benefit the community before it benefits itself, the resort will be successful, and it will have good reputation" RD2.*

If the residents view these developments as beneficial for them, then they welcome them and cooperate to make sure the success.

> *"We have more resorts now, and our occupancy is almost full, why? Because local communities views about the resorts changed and are in favour of it as they have seen how they benefited as well" RD2.*

6.2.2.4 Resident's success factors

Resident's success factors linked to their acceptance of the project and tourism in general which is vital for the long-term success of the projects. These factors are based on local community obligations in order to make the project successful. For example, the local community need to accept tourism and tourist as well as support the resort. Tourists generally like to experience the culture which makes local community acceptance and support as vital. Figure 6-8 shows the categories and subcategories of the success factors. The other stakeholders: i.e., government, investors and operators confirm that resident's acceptance of the project and tourism are crucial factors of success.

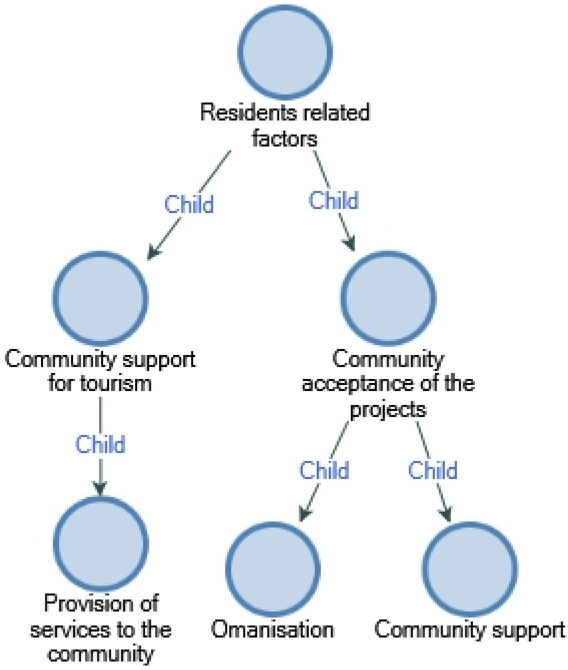

Figure 6-8 Local community success factors

The resident's acceptance of the project and tourism, in general, are vital factors for the success of the projects. Their acceptance of the projects comes with a certain expectation from the project either through the investors or the government. The resident support for the project is key to its success;

> *"So we have our demands from the beginning; once you deliver them, the community will be with you and supporting you. It will not stand against you, no matter what the government may do against you, if the community with you, you will always be stronger" RD1.*

The expectations of the residents are their success criteria for the projects which have been discussed in section 6.2.1.3. If the residents' criteria are met, they can accept the projects and tourists which is vital for the resorts; that raises their acceptance of the project

> *"If the project brings good benefits, like employment, community support, business support, it will benefit the community before it benefits itself, the resort will be successful, and it will have a good reputation. Also, how resident acceptance of the visitors, it is essential" RD2.*

The government, investors, and operators acknowledge the importance of the community acceptance to the success of the projects as discussed in section 5.4.3.

6.3 Exchanges between stakeholders and model development

The previous section identifies what makes every stakeholder satisfied and hence, can judge the overall project to be successful. However, it is evident that the perception of success requires exchanges between the stakeholders. The stakeholders expect gains from what they perceive of giving as a part of exchanges with each other. The exchanges take place between different stakeholders in principles of what each can provide and what is expecting in return. Besides, the exchanges can utilise trust or controls, such as contracts can be applied as a governance mechanism (Wang et al. 2019). The following section demonstrates how the exchanges take place between stakeholder's groups, forming their perception of project success. Then a model for the resort project success will be formulated.

6.3.1 The government with the private sector

The government with private sector exchange is characterised to adopt mainly negotiations norms form of social exchange that ends in an agreement between them. However, there are limits to what can be included in an agreement besides the uncertainty in such projects is high; therefore, reciprocity and trust play a large role in the relationship. The government provides support for the investors that would help them succeed. In return, they expect that investor develops a resort in accordance with the country's tourism vision, as indicated in Figure 6-9.

The government factors are grouped into the following categories: minimising bureaucracy, and inter-governmental approvals, improving the country tourism and investment laws, facilitating visas and direct air routes with targeted markets, providing attractive locations with suitable infrastructure and help settle community issues as they arise. These factors can significantly impact the success of the investors and operators by accelerating the return on their investment as well as building a reputation that helps in maintaining the flow of tourists. The government in return expect the investors to develop resorts that fit the country target of attracting 'premium visitors, promote the cultural and heritage aspects of Oman, provide high-quality services, staff and community satisfaction, and international marketing. The factors contribute to country criteria for evaluating the success of these developments over the long-run. By involving in these exchanges, the government would be able to achieve its objectives; meanwhile, the private sector would also achieve their success.

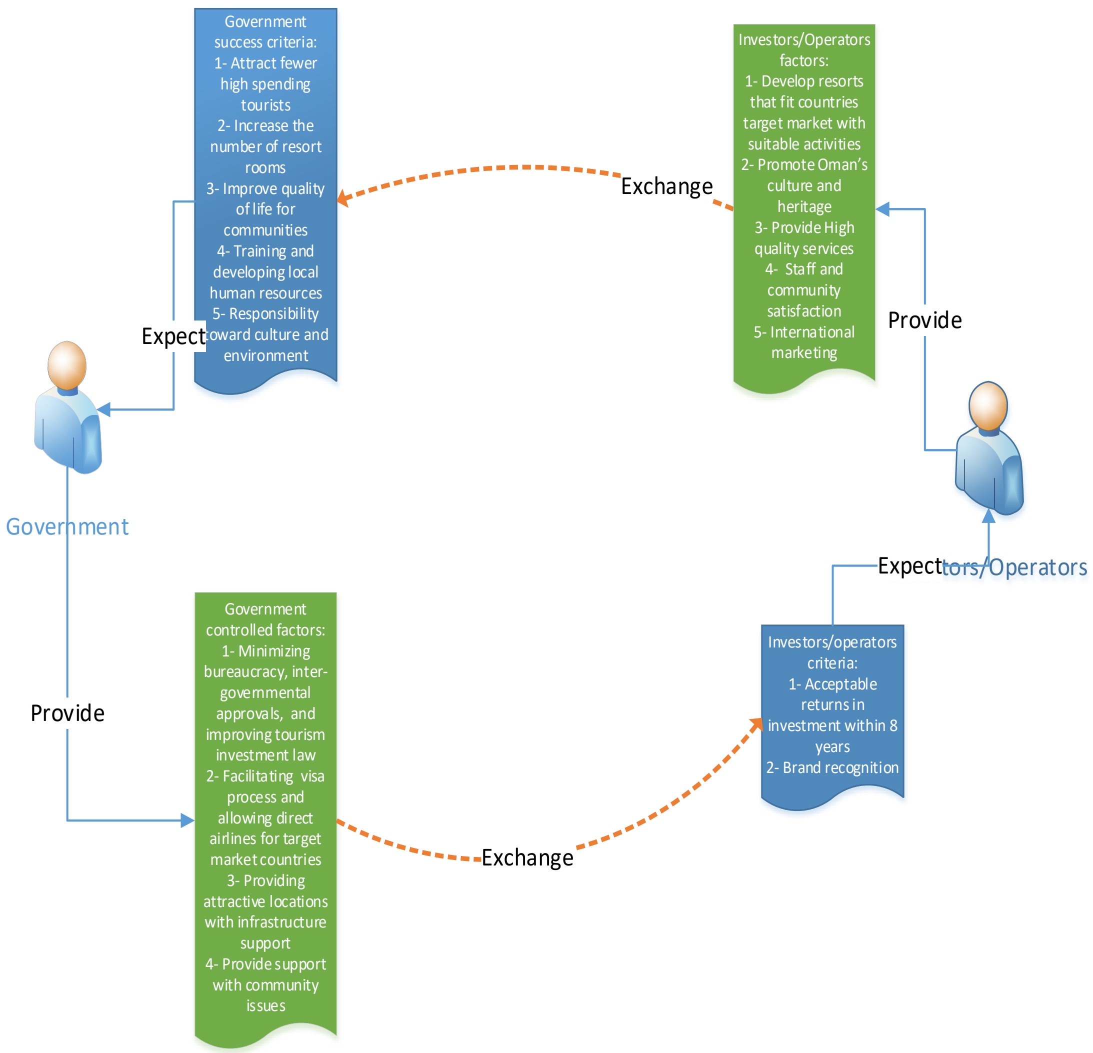

Figure 6-9 Exchanges between government and private sector stakeholders

6.3.2 Government with residents

Besides, the government needs the resident's support and acceptance for tourism development as well as for the tourists, as demonstrated in Figure 6-10. In the context of Oman, the exchange norm utilised in this relationship is reciprocity with institutional trust. There is abundant literature on the importance of the resident's attitude toward tourism and acceptance of the development as key to tourism success (Nunkoo and Ramkissoon 2013; Nunkoo and Ramkissoon 2016). The residents expect benefits in return for their positive attitude and support. This return is expressed by resident's criteria of success as the extent of support of the project to their community, either through employment, SME support or provision of services and infrastructure. Although the employment and SME support is expected to be provided by the investors/operators, the residents expect government laws to ensure that investors and operators employ the locals as well as support their business. The government has already set a minimum Omanisation percentage for the tourism sector where the employers are urged to meet. Failure to comply with the minimum Omanisation percentage influence the employer ability to issue work visas for expatriate workers. Besides, residents expect the government to provide the necessary infrastructure for their community which is also essential for the resort. Once, the residents receive the benefits from the development; they would accept and support tourism and resorts (Kaltenborn et al. 2008; Nunkoo and Ramkissoon 2011; Nunkoo 2016).

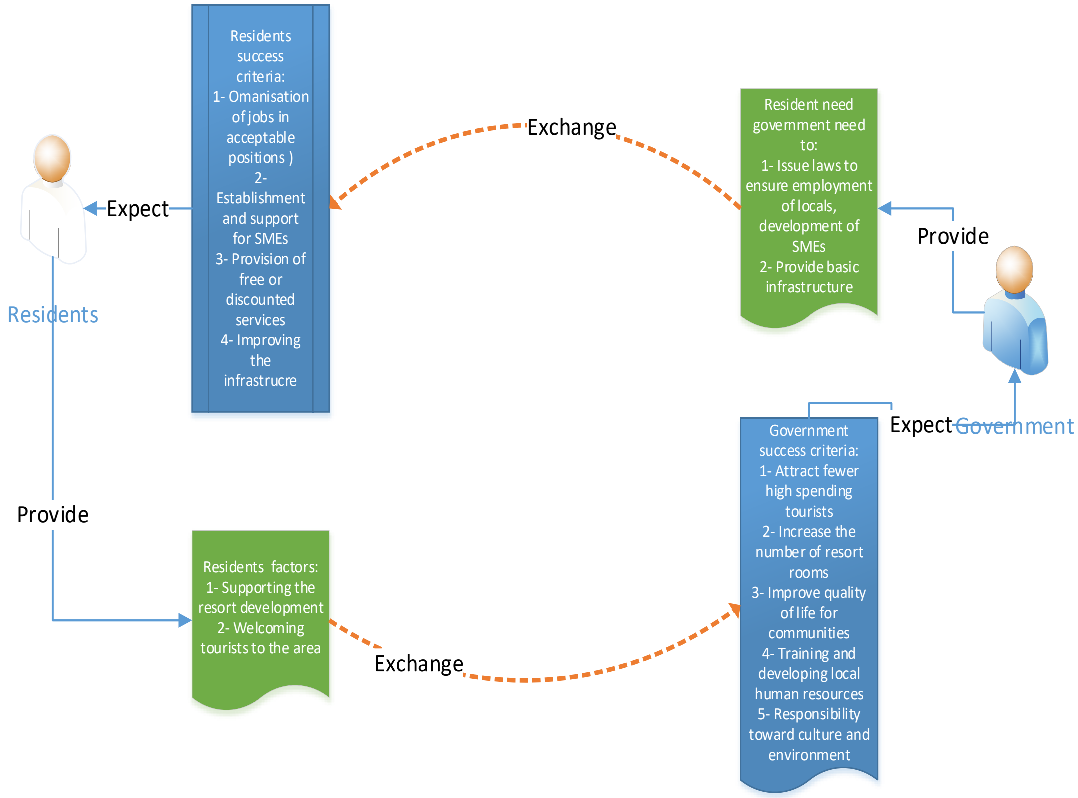

Figure 6-10 Exchanges between government and residents stakeholders

6.3.3 Private sector with residents

There are minimum direct negotiations between the private sector and the residents as the government acts on behalf of the community. Therefore, the exchanges take part in reciprocity and trust between them. Both stakeholders need each other for their success. The local community's expectation of tourism development is an improvement in the quality of life in their community through employment, SME support and provision of services. On the other hand, investors and operators need the support of the community for their success, as shown in Figure 6-11. Engagement between the tourists and the community is an essential aspect of tourist's experience that impact the success of the developments. Therefore, the investors and operators need to meet the resident's expectation, and in return, the resident's support for the project and the development would be obtained.

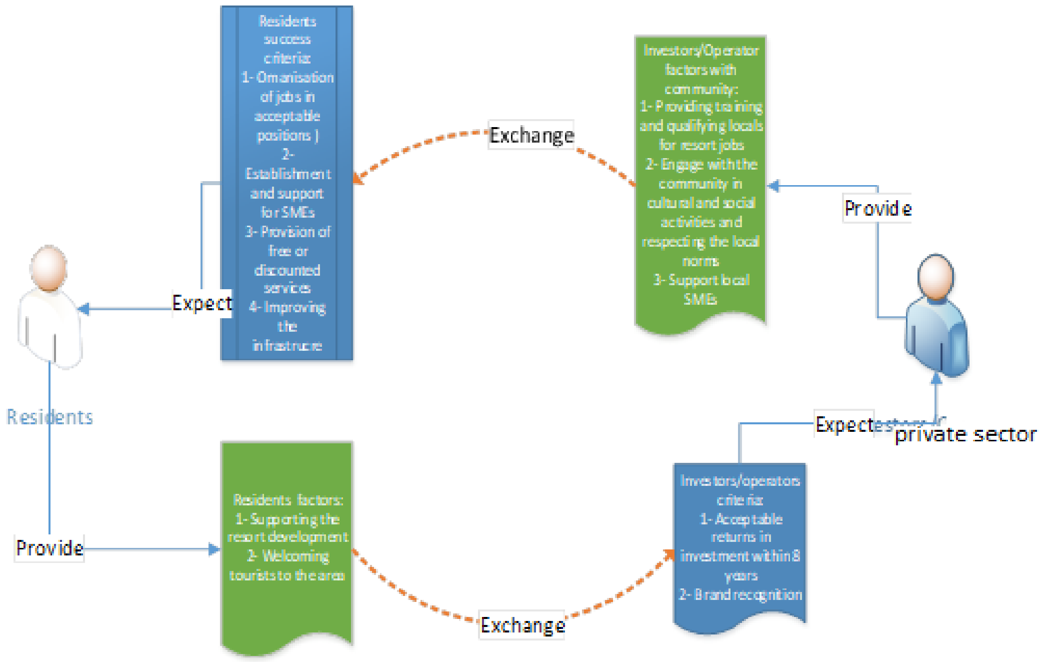

Figure 6-11 Exchanges between the private sector and residents

6.3.4 Combining the exchanges between the stakeholders

The overall stakeholder's perception of success does not require full satisfaction of each individual expectation but rather can be measured against the result of the combined exchanges. For example, the resident can be satisfied if their expectations are met, such as employment, even partial, and improvement of services. Similarly, the private sector can settle with lesser profits that can also be desired as long as the future outlook is positive and steady. Government satisfaction is linked to both the private sector and residents. Figure 6-12 shows the combined process of exchanges between the stakeholders.

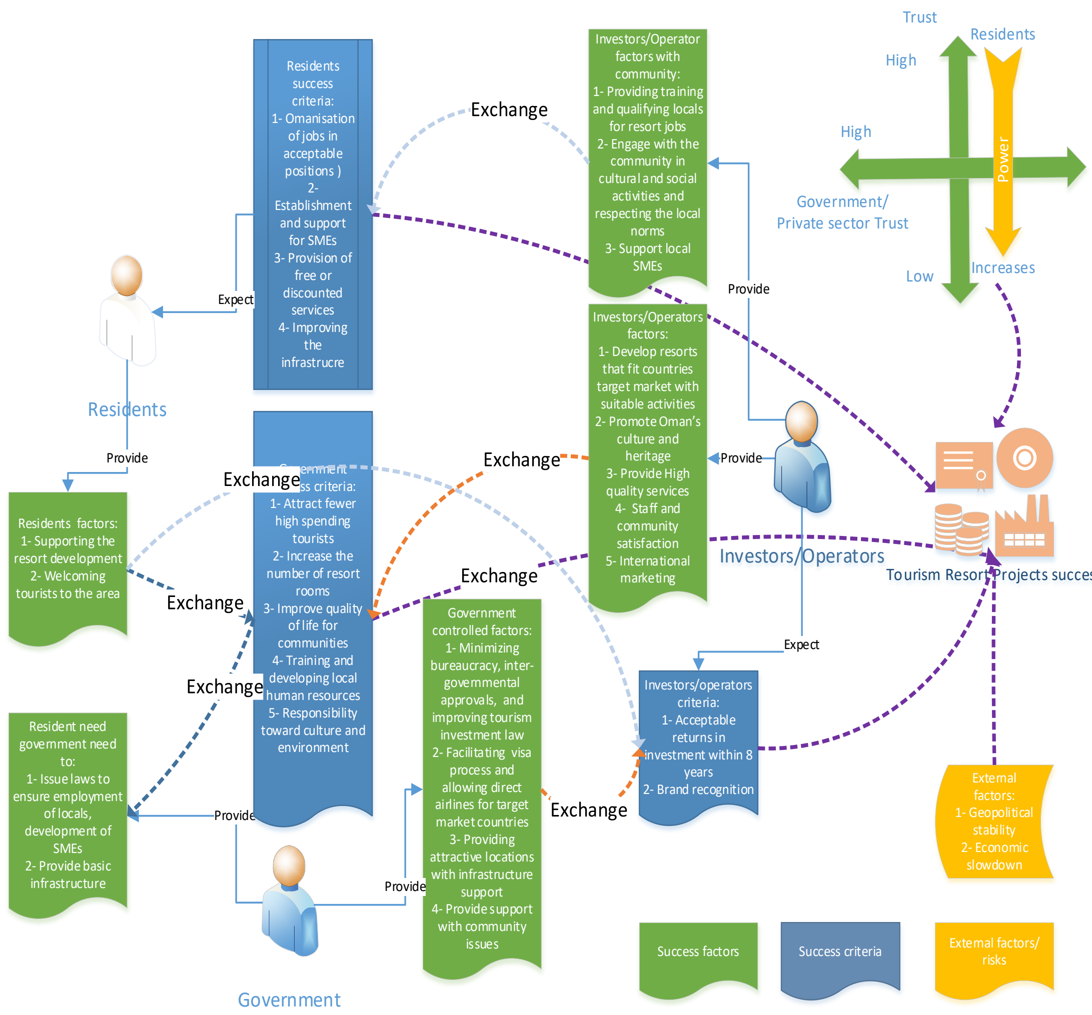

Figure 6-12 Combined exchanges between stakeholders development in Oman

6.4 Research Objective 5: Synthesise a model of the different constructs of the success of tourism resort development in Oman

This section synthesises a model for the long-term success for tourism resort in Oman as per the research objectives. The input of the model is the power of stakeholders and trust between them. The model process is based on the SET as exchanges take place between different stakeholders highlighted in the previous section and detailed in Figure 6-12. SET has been traditionally used for tangible and non-tangible exchanges between different actors; however, this research used it to reflect the combined perceptions of the exchanges. Also, success depends on external factors or risks beyond the direct control of any of the stakeholders as well as has an element on the power-trust dynamic which affects the residents. Figure 6-13 shows the model with the three stakeholders' groups and their criteria and success for the resort project long-term success.

As discussed in section 5.4, the primary stakeholders for the resort projects in Oman from a local community perspective were identified to be: government, private sector (investors/operators) and the residents where the resort is built. The investors and operators could be different, or the same as sometimes the investors run their own resorts, and in other cases, they hire an international brand as part of their plan. The government desires to establish fairness to all stakeholders involved in the projects, and at the same time wants to achieve their objective, which is increasing the contribution of the tourism sector in the country's GDP. The investors have to work closely with the government as well as ensuring that operators are selected on the basis to contribute to their success. The operators have to work closely with the investors as well as keeping the residents satisfied while protecting the environment.

The trust and power between the government and the private sector follow the rationality of the power and trust where trust increases with power. However, the resident's power and trust dynamic in Oman differ in that resident power is conditional and may go very high or could be crumpled. The residents do not have sources of power instead rely totally on their trust to the government. Shall this trust get susceptible to the government for any reason, the resident would seek to gain power through different sources. The impact of the resident power on the project success can be detrimental, especially when considering the external factors. The power and trust relationship sever as an input for this model where balanced power and trust enhance balance exchanges and satisfactory results.

The model shows each stakeholder's criteria and factors. It is evident in the model that the three stakeholder groups need each other to make the resort successful. The government needs the investor and operators to build and provide quality resorts that meet Oman 2040 tourism vision. Oman tourism strategy targets premium tourists, with quality rather than the quantity. The government wants the resorts to be built and operated on a high quality that would attract high spending tourists and allow them to stay for longer days by providing different activities. Besides, the government wants to meet their total number of resort rooms as per the 2040 plans, therefore, the quicker the rooms are available, the more successful is the government in implanting its tourism vision. Furthermore, government success is viewed by the development of a responsible attitude toward the environment demonstrated by the private sector and residents. On the other hand, the government can provide several factors that will help in ensuring the success of the projects such as allocating attractive locations with the necessary infrastructure; minimising the bureaucracy and improving the Oman tourism law and foreign investment, facilitating visa laws for the target markets and supporting in the development of direct airline routes.

For the private sector, the success criteria are based on their financial success and reputation. They expect to get their return on investment within eight years after the operation of the project, which optimistic compared to other markets. Besides, brand recognition is vital to the success of the operators for their national and international growth. There are also private sector-specific factors that contribute to the success of the resort such a conducting the feasibility study, getting appropriate financing terms, staff satisfaction, having related business and marketing and promotions for the resort. Also, designing the resort that adopts the local environment and culture and promoting the Oman heritage by providing different guest experiences.

The residents need to get the benefits of this development that can be provided by the government as well as the private sector. The resident's success criteria for the resorts are based on the local employment on acceptable positions within the resort, level of support on establishing SMEs and provision of infrastructure to the community. On the other hand, the residents need to support the project by accepting any negative impact it may bring as well as welcoming the tourists to the area.

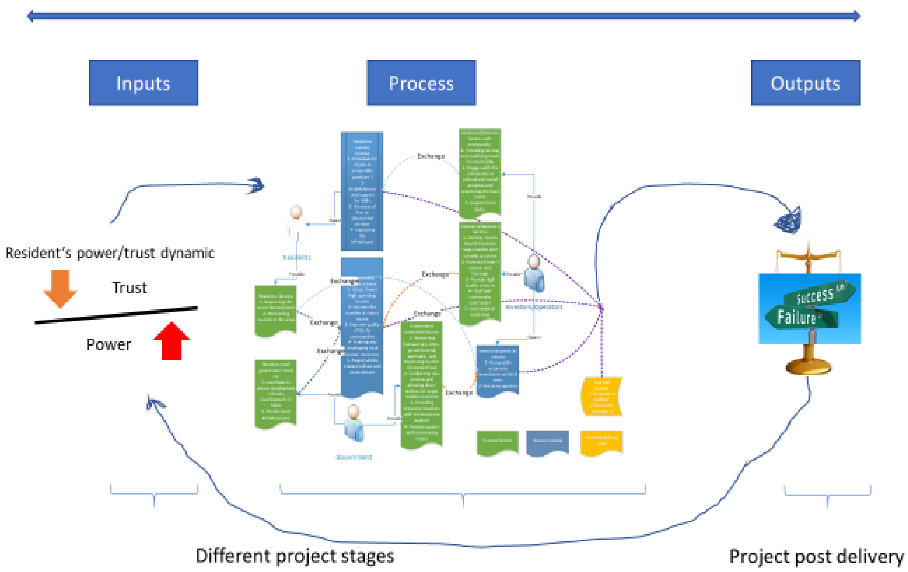

Figure 6-13 Synthesis of the success model for resort projects (process of the model is in Figure 6-12)

6.4.1.1 External factors or risks:

There are external factors that impact the success of the resorts that were mentioned while conducting this study. These factors are generally outside of the control of the stakeholders yet have an impact on the project success. The factors are linked to the economic and political situation in the region and the world and can impact the resorts in various ways such as the flow of the tourists to the country, spending power and others. The oil prices, which is the primary income for the country, has dropped significantly since 2014. Besides, two recent political issues happened in the region, which is the war on Yemen (2014) and the embargo on Qatar (2017) which both have implications on the flow of tourists to the area and the country. These factors have been identified in the literature as risks to the projects (Turner 2009) with limited control from resort stakeholders.

The low oil prices affect both the government as well as people and hence impacts the spending either on infrastructure projects or people decision to travel.

> *"The other factors we cannot control is the price of oil, which affects the capital of the national government, but even more important; it affects people*

> *perception. Because all of a sudden, people say I have to save as they do not know what will happen tomorrow" IN6.*

The political situation in the region has somehow impacted tourism in negative ways as it poses uncertainty.

> *"And due to so political factors that are happening, whether it is Yemen or Iran, whether what is happening between the three GCC countries that are have resulted to a drop to overall tourism, not only in Oman but all GCC by 15% compared to last year. Moreover, that has resulted in a price war in the GCC in general" IN2.*

Besides, the Arab spring had an impact on resort development due to the uncertainty during that was prevalent.

> *"The investor faced issues, I think because of the political issues, and the project was delayed. So, because the investor had issues in his home country due to Arab spring, the project here was impacted" RD1.*

Although these factors could impact project success, Turner (2010) categorised them as risks to the projects. According to Turner (2010), project risks are categorised within two dimensions: where the control lies and the predictability of the risks. The data analysis of this research identified two main external risks that have a direct impact on the resort success: the geopolitical situation, and economic stability. Both of these risks exist at this time in the region and have already impacted some of the resorts and tourism in general. The control of these risks generally lies beyond the organisation, and few could be predictable to a certain extent while the other is unpredictable. The economic stability may have links to the government policies, but on the other hand, could also be beyond their control when it comes to prices of oil, the primary revenue for the country. The geopolitical stability is beyond the control of the government, even though the government has taken a neutral position in most of the issues in the region. The government-neutral position helped the country to a certain extent to minimise the direct impact of political issues. However, indirect impacts are shaping the overall stability of the region. Therefore, even if exchanges between different stakeholders have benefited all, if the economic or geopolitical situations are not favourable, the tourists may not be able to come or will their number, and spending power will be affected.

6.4.1.2 The model dynamic

The model is composed of five elements: government expectations; private sector expectation, resident's expectations, resident's power level and External factors. The external factors are assumed to be favourable as their impact is hard to predict. Table 6-1 shows what happens to the project outcomes according to the stakeholder's satisfaction with the exchanges and the resident's trust and power. The expectation of every stakeholder group may resemble other resort projects in different parts of the world as everyone is expected to pursue his/her interest and maximise their benefits. The government would like to meet their plans; meanwhile, the private sector is profit-driven, hence expects profits and residents want to maximise their benefits and minimise the negative impacts of tourism. However, this model is specific in terms of the power and trust dynamic between the different stakeholders, especially the residents.

Table 6-1 Resort success model variables

Government	Private sector	Residents	External factors	Resident Trust	Residents power	Resort project success
Satisfied	Satisfied	Satisfied	Favourable	High	Low	Success
Satisfied	Unsatisfied	Satisfied	Favourable	High	Low	Failure
Unsatisfied	Satisfied	Satisfied	Favourable	High	Low	Failure
Satisfied	Satisfied	Unsatisfied	Favourable	Low	High	Success?
Unsatisfied	Unsatisfied	Unsatisfied	Favourable	Low	High	Failure

It evident that the preferred situation is when all stakeholders are satisfied, which will generate positive results. However, this may not always be the case. There are situations where there are one or more stakeholders are not satisfied. As far as the government or private sector's dissatisfaction, this may be linked to breach of agreement from either side that may not allow the project to be implemented as agreed. This situation would make the project viable to fail. As far as residents, their satisfaction could lead to both project success or failure depending on their power level. The resident's power level is conational and could vary according to different variables, as explained in section 5.4.5.

One would expect that it is in everyone interest to behave rationally and receive the benefits. However, there are situations where stakeholders willingly or unwillingly act otherwise. Omanisation is an essential criterion for both government and residents and one of the primary outcomes expected out of this development. Omanisation is a process that involves training and development of the locals, some of which require long training times. Besides, the expectation of the salaries and related benefits are more expensive as compared to hiring from outside the country. Moreover, there are no binding contracts between the employer and the employee, which means that the investment made to train and develop a local employee could be wasted if the local decision to quit. Therefore, the private sector may be inclined to follow Omanisation laws as it is safer and cheaper to recruit expatriate who may be better qualified and less expensive.

The government acts as a representative of the residents when dealing with the private sector. Omanisation is one of its objectives among others that are important to the government. Therefore, the government could always opt to prioritise their objectives. At the early stages of the tourism policy, they may relax the Omanisation requirement to attract the private sector. This, in turn, can lower the trust of the resident in the government and on the other hand, allow the private sector to take advantage of the laws to maximise their benefits.

If the residents are not satisfied, their trust with the government and private sector decreases. This may encourage them to seek to increase their power and build up pressure against the government and private sector if attainable to them, which may not always be the case. The extent of the resident power is not understood, and its impact on the success of the resort is not clear. There may be a temporary impact on the projects, but the long-term impact is not clear. The government would try different means of dealing with the residents to minimise the impact.

6.4.1.3 Model examples from the data:

The perceptions of exchanges between the different stakeholders contribute to whether a resort is successful or is facing challenging times, as demonstrated in the data collection. This can be demonstrated in two areas, the impact of the resident expectations and the provision of infrastructure on the success of the project.

6.4.1.3.1 Residents vs private sector and government and project success

The researcher interviewed residents from two different resort areas where one was considered successful and the other perceived to be less successful.

> *“The resident acceptance of the projects, in certain locations, the local people did not accept these projects. They wanted the land for their people to use in the future or maybe for other reasons. However, the thinking of people now changing, before the project starts, they think about what benefits it is going to bring. If the project brings good benefits, like employment, community support, business support, it will benefit the community before it benefits itself, the resort will be successful, and it will have good reputation" RD2.*

The community expressed their expectations to both the investor and the government

> *"So, we have our demands from the beginning; once you deliver them, the community will be with you and supporting you. It will not stand against you, no matter what the government may do against you, if the community with you, you will always be stronger. They will stand with you as you are supporting the community" RD1.*

The resident at Resort Area A, the residents were relatively satisfied with the existing developments and welcoming more development in the future. This is due to the relative satisfaction of the benefits realised as a result of these developments. For example, they see that the employment of locals is taking place; examples of SME development was evident; participation with local events was explicit.

When residents in resort area A benefited from the project, they had positive perceptions about it.

> *“So, for us, we are residents here, and we have seen rejection for the resorts initially, we did not want the resorts because they have negative impacts, because we thought these resorts would only bring negative practices that do not help the community. Now, on the contrary, we see the resorts are providing jobs for the residents. For us residents, our jobs are here, nearby and excellent” RD2.*

This has caused increases in tourism development in the area

> *“We had more resorts and like X and Y and occupancy is almost full, why? Because local communities’ views about the resorts changed and are in favour of it as they have seen how they benefited. Also, the visitors who come, they do not want to see what they have in their countries, they want to experience something new” RD2.*

On the other hand, for Resort Area B, the residents seemed not to be happy as little benefits have been realised due to the project. For example, the employment was very weak, minimum development of SMEs and limited support in community development. In contrary, the investor was given vast land from the government, which affected the locals in several ways. It limited their traditional jobs like fishing. Moreover, the investors' plans to expand the project seem to have been impacted by slowing the development phases.

The expectations of the community from the project were high

> *"We had big hopes with this project; we expect the village to flourish with such projects. We expected that even the commercial lands would increase in the village and more restaurants, a grocery store will open and even a fuel station" RD1.*

The community demands were expressed in terms of employment, SME support and provision of services as expressed by RD1

> *"If the project is successful, then there will be certainly employment, services to the community or any other desires. However, it is not successful". "We had big hopes that the project will support the small and medium enterprise (SMEs), we thought that any big company or an investor, will not have the supply chain ready. We thought that the investor would partner with a big local company,"*

but this did not happen. The services could be in using the facilities of the resort such as the marina:

> *"We wanted to get a marina for their boats, and we have asked the project as well as other ministries, but we did not get anything. We requested a small marina in one side, so fisherman could you use it when they come back to shore at night or early morning, especially when the sea is rough" RD1.*

As this community perceived that they did not benefit from the project, they did not welcome it and instead caused problems.

> *"We have actually once closed the road, full closure. We closed it near the hill. Anyone strange to the village was returned back. We did not allow any person or car. So, we had officers from the police coming, the Muscat municipality chief, other officials, came, even from the Ministry of Tourism*

they came. There was a big disturbance. We did not open up for them; we have asked for specific requirements" RD1.

However, as not meeting a significant number of the requirements, the community still believes that the project is not successful

"This was clear; the project was only trying to make things for themselves, not supporting the government nor the village. This is the problem, today we see the government on one side, the project on one side and the community on a different side. None of them is actually benefiting. Only certain people are getting benefits whom we do not know" RD1.

This demonstrates that failure to have satisfactory exchanges could cause the project to fail.

6.4.1.3.2 Infrastructure- the number of tourists (government vs private sector) and project success

Another example of exchanges between different stakeholders is the impact of the provision of paved road on increasing the number of tourists. Two resorts show the impacts of having roads on increasing their guests which is an essential success criterion for the government.

> "Roads, so if you are for example in Dhabab, which is a prime location, it has very easy access by highway, you do not need a four-wheel drive, you do not need an extremely skilful driver, you do not need a second driver, a family with children can come over by their own. If you are comparing with other destination, for example, to go to any project in Jabal Shamas you need a 4-wheel drive, you need a skilful driver, and not every wife wants to go with their children, honestly. So, their penetration to the market will have certain people just excluded just because of their location. They may have the best food, the best view, the best facilities, the best temperature definitely, but because of their location and accessibility" IN1.

Another resort expressed that they are getting fewer guests because of the unavailability of the paved road:

*"Well, you know because it is an unpaved road, it allows people with 4*4 vehicles to come up, so obviously if we have a proper road, we will have more guests that can come up. So, that is definitely a factor" IN8.*

The provision of the roads could increase the number of tourists which is one of the objectives of Oman tourism policy. So, if the government wants to increase the number of tourists to specific destinations within the country, it needs to develop appropriate infrastructure.

6.5 Conclusion

The research identified the specific criteria and factors for the success of resort projects in Oman for multiple relevant stakeholders. The long-term success criteria and factors are a function of exchanges between the stakeholders where, in optimal conditions, every stakeholder could gain and consider the project as a success. However, the optimal conditions do not always exist for several reasons, and the elements of power and trust between the stakeholders play a large role in determining the outcomes of the projects.

The model developed for Oman recognises the importance of every stakeholder's requirement to define the project as a success. While the power of the government and the private sector is undisputed, the conditional resident's power plays a role in deciding the final results of the projects. The conditional power of the residents relates negatively to the trust residents put in the government. While the resident's political trust is usually high, it can be lessened if residents do not receive the expected outcomes of the development. In such cases, and energised by other factors, the residents could pursue higher powers to pressure both the government and the private sectors. The role of the external factors and risks has also been identified; however, the extent of its impact is not measurable.

7 Chapter 7- Research summary, contributions, and conclusion

7.1 Introduction

This thesis explored the concept of project success, its history, and dimensions. Success factors and criteria have been mainly investigated for the project outputs and outcomes, and there have been general criteria for the long term benefits as demonstrated in the work of Turner and Zolin (2012) and Zwikael and Smyrk (2012). Literature has been calling for more focus on project outcomes and benefits instead of the emphasis on project outputs. McLeod et al. (2012) and Di Maddaloni and Davis (2018) emphasised that project success is subjectively constructed and varies over time, which means that stakeholder's perceptions of success differ over time. The research focused on a specific timeframe for the evaluation of project success, considering the perception and priorities of stakeholders. It identified relevant stakeholders for the context of tourism resorts in Oman, focusing on the local community perspective where communities are part of the product offered. Elements of power and trust between stakeholders gain importance to determine each stakeholder’s role, especially for a developing country with a monarchy government.

The findings of this research serve both the fields of project success and tourism resort literature at individual levels as well as collectively. Although the literature has highlighted the significance of stakeholder's satisfaction to project success, there is no clarity on how this satisfaction is attained or what the elements are that affect it. The research reveals that in the long-term, the success of projects goes beyond the ‘iron triangle' measurement; instead, success is a process of stakeholder’s satisfaction that involves successive inter-exchanges. The stakeholders are context-specific where the context of the project designates their interest, roles and power. The exchanges between the stakeholders are governed by the trust between them, where each stakeholder’s power plays a role.

In additions, the research has utilised Social Exchange Theory (SET), as a framework to explain how success criteria and factors are exchanged between stakeholders to reach a satisfactory state. Elements of power and trust were also integrated into the model of resort project success from Oman. In the development of the model for this thesis, it was proposed that satisfactory exchanges between stakeholders must take place where there is a need to balance the power of all stakeholders. As stakeholder's power is a function of resource's ownership and the right of people to select government, both of which do not exist in the case of Oman, the research found that people have a ‘conditional power' where different factors influence its level. The conditional power can vary considerably and impacts the overall success of the project. Unlike what the literature suggests, in that trust increases with power, this research found that this is only applicable between government and the private sector. However, with the public, the power increases when there is a lack of trust with both the government and the private sector. In this chapter, research contributions to knowledge and practice will be summarised. Then limitations of the research along with future research recommendations will be discussed, and finally, a personnel reflection of the study will be presented.

7.2 Contribution to knowledge

This is the first study that focuses on the project success of tourism resorts in Oman; therefore, adding to the scarce literature on tourism project management in developing countries, especially in the Middle East region. Table 7.1 below demonstrates the main areas of contribution of this research based on the findings and discussion chapters.

Table 7-1 Main research contributions

Contribution	Area	Current Literature
The research identified the confusion between criteria and factors and provided possibilities for this confusion, and the importance of clarity of terminology in further advancement of the PM	Project success	Project success is vague with several definitions (Ika 2009; Davis 2014; Albert et al. 2017)
Dynamic aspects of project success dimensions. Factors and criteria interchange across stages and stakeholders. Responsibility of project success is extended to include a wider stakeholder group.	Project success	Specific criteria and factors for the stages of project evaluation. Moreover, success responsibility resides with either the project manager or owner; i.e. project manager Pinto and Slevin (1987) or project owner as in Jugdev and Müller (2005)
Residents have a higher role than expected in Oman, as a developing, monarchy country. The research identified the conditional power of the residents that they could attain and use to get their benefits.	Project stakeholders	Public participation in the developing country is very minimal, compared to developed countries (Li et al. 2012; Sun et al. 2016)
The resident's power is higher when the trust is lower in the context of a developing, monarchy country.	Trust and power between stakeholders	Trust and power research in project success is minimal. A higher level of resident's power corresponds to a higher level of trust (ÖUberg and Svensson 2010; Nunkoo and Ramkissoon 2012)
Model for the long-term success of resort projects in Oman that integrates trust and power between stakeholders. Long-term project success as a function of exchanges between stakeholder's criteria and factors.	Project success	Multiple generic frameworks available; see section 2.3.1.1. Most of the frameworks are private sector and developed countries focused.

7.2.1 Emerging finding: Success CriTors or FacTeria

This research expanded on the already existing acceptance of the inconstancy in PM terminologies (Cicmil et al. 2006; Shenhar and Dvir 2007; Zwikael and Smyrk 2012; Davis

2014, 2016) and explains the vagueness that surrounds defining project success. According to the PM success school of thought, project success is examined through two distinct dimensions, which are success criteria and success factors (Turner 2010). However, are they distinguishable? One of the findings from this research revealed that there is confusion between the terms in practice, which has seeds in the literature as well. This confusion was with either a criterion that is considered as a factor, which the researcher called "CriTors", or a factor considered as a criterion, which is called "FacTeria." Many participants on the research used the terms interchangeably when asked about their perceptions of tourism resort success. Besides, the confusion was evident in literature where some scholarly articles are confusing the terms (Davis 2016; Davis 2017). The research offered possible explanations for this confusion. It is essential that project success, as well as PM terminologies, in general, are appropriately defined for the discipline to grow and develop its theories.

The first possibility for the confusion in the dimensions of success is by using the criteria and factors as substitutes, as demonstrated in section 5.2.1. Also, the confusion could be caused by tautology in some of the success criteria and factors. The third possibility for confusion in the terms is having a criterion for one stage of a project, being a factor of success for the next phase of the project in a causation effect. Koops et al. (2016) assert that definitions of success criteria and factors need to be separated. This requires that the confusion needs to be eliminated both in its practice and in academia, as it is necessary to advance PM knowledge in this area. The PM discipline needs to grow further and develop terminologies in PM that are clarified and agreed upon (Zwikael and Meredith 2018).

7.2.2 Objective 1: Critically review the literature to identify the dimensions of project success

Chapter two and three of this research discussed the literature review in three areas, namely project management, tourism and Oman. The combination of these three areas has led to the research aim and objectives, as indicated in chapter three. Besides, the literature review has highlighted the debate on the existence of a unified project management theory. It is evident that there is no agreement on it; instead, PM is utilising theories from other disciplines. The lack of a unified theory has been echoed with both definitions of project and project success, which are both inconsistent, as shown in Figure 7-1. It is emphasised that the clarity of concepts and definitions is essential in the development of a theory.

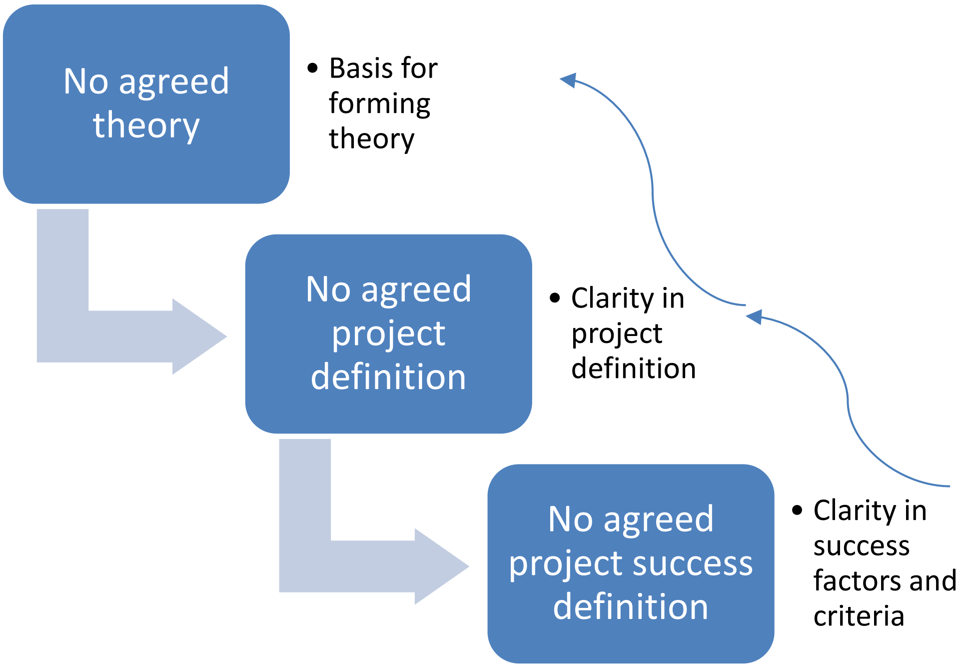

Figure 7-1 Status of theory, project and success definitions with PM discipline

As this research is focused on the long-term aspects of projects and projects success, it contributed to adding clarity on some of the terms. The expansion of project evaluation from outputs to include benefits realisation is an important aspect when researching holistic project impacts. The research identified specific criteria and factors for the relevant stakeholders. The long-term success of these projects can be interpreted in terms of exchanges between the stakeholders with the dynamic aspects between trust and power, as indicated in section 5.5. Also, the research highlighted the confusion in the dimensions of success, i.e. criteria and factors and provided possible explanations for this confusion.

7.2.3 Objective 2: Establish an appropriate timeframe to evaluate the success of resort projects

Project success Literature reveals that for every timeframe, there are specific criteria and factors for success (Turner 2010; Turner and Zolin 2012; Elbaz and Spang 2018). This research confirms the dynamic aspect of project success and asserts that for tourism resort projects, factors and criteria can interchange according to the stage of evaluation and the specific stakeholder perceptions. Besides, it extends the responsibility for long-term success factors to include all the relevant stakeholders, as opposed to only the project manager or owner as suggested by Pinto and Slevin (1987) and Jugdev and Müller (2005).

As demonstrated in section 5.2.2, this research reveals that a criterion for a particular project stage could be a factor for the next phase of project evaluation. Moreover, criteria for one stakeholder could be a factor for another stakeholder for the same stages of project evaluation. The research also reveals that a criterion for one stakeholder could be a factor for another stakeholder for the same stages of the project evaluation stages. Besides, the findings demonstrate that for the long-term success, the success factor's responsibility extends to include the obligations of residents, the private sector, and government.

7.2.4 Objective 3: Identify relevant stakeholders for the tourism resort projects and establish the classification and importance of these stakeholders to the resorts' project evaluation

Local community participation has been recognised to be essential, especially when it comes to projects that impact the communities (Di Maddaloni and Davis 2018). Developed countries are known for considering public participation throughout the project cycle in a way to satisfy as many stakeholders' interests as possible (Li et al. 2012). The situation in the developing world, as far as public participation is concerned, is not as bright. For example, Sun et al. (2016) examined public participation in China and concluded that there is often no public participation during the planning and project decision stages.

This research reveals that, unlike what is expected in a developing monarchy country in the context of tourism resorts in the case of Oman, public participation is gaining more importance and the government is trying to engage with the community at different stages of the projects life cycle, which may not have been the case in earlier projects. However, the role of NGOs remains minimal. It is not clear though whether this change in government attitude towards more engagement with the public is personally driven or if it is an indication of changes in the government's approach. The increasing importance of public participation in tourism projects in Oman could be linked to several reasons that have been identified by the research, such as the Arab spring that spread in the region starting in Tunisia and Egypt in 2011; specific tourism context where residents are considered to be part of the product offered; the country's historical background of civil wars on a particular region; and the increasing role of social media where the control of the government has been marginalised.

The research called the power recognised by the public as 'conditional power' where it persists only according to the condition around it. The public power is not based on the constitution, and this is why the role of the NGOs and interest groups remain limited. The public power can either increase or decrease depending on both the government and the public and could vary from one area to another within the country. One would expect that the NGO's role would go hand in hand with the communities; both of which have witnessed increasing importance globally (Kennedy and Dornan 2009). However, in Oman, NGOs recognise that their role in the country is limited to giving advice whenever required, and NGOs cannot be in any way a barrier to the country's economic development.

7.2.5 Emerging finding: Stakeholder exchanges with power and trust elements

Another contribution of this research is regarding the SET settings with both power and trust elements for the context of tourism resorts in Oman. SET was used to explain how success is evaluated using multiple stakeholders with different powers. It was identified that the government, private sector, and residents are the key stakeholders from the local community perspective for Oman. The research investigated a particular type of exchanges taking place between government, residents and the private sector. The government and private sector powers can be linked to their ownership of the resources and planning of the tourism sector. The resident's power is conditional as described in the previous section, where it varies across cities and is subjective to regional development and other factors. The trust element between the exchange partners varies depending on the type of exchange. The government relationship with the private sector has both aspects of trust and control, where control is managed through a contract or a different kind of agreements. However, as it is challenging to cover all future uncertainties, trust plays a higher role between the two stakeholders to nurture the relationships. The government relationship with the residents is based on political trust, which is mainly derived from the political and social characteristics of the Omani society.

The resident's power is conditional and varies according to their trust in both government and the private sector. For example, if the residents are satisfied, then their trust to both government and private sectors is high, which does not require them to seek power. If for any reason, local communities are not satisfied with the development, then they will attempt to obtain more power through protesting or other means, which may harm the development. The extent of the power and impact on the development that the residents could do is not clear for Oman but certainly having unpleasant results.

7.2.6 Objective 4: Formulate the components for tourism resort projects' success based on relevant stakeholders' long-term success evaluation

As demonstrated in the literature review chapters, project success is subjectively constructed and is context-specific. It is vital to understand what makes tourism resort projects successful for the long term in Oman, where it plans to diversify its economy away from depending on the oil and gas resources. The research has identified specific success criteria and factors of each stakeholder group, as demonstrated in section 6.2. These criteria and factors were then examined from other stakeholder's viewpoints to confirm if they are acceptable. The success criteria and factors form a basis for the model of the success of resort projects in Oman; where exchanges between the stakeholders are required to achieve overall satisfaction.

7.2.7 Objective 5: Synthesise a model of the different constructs of the success of tourism resort development in Oman

Finally, is the contribution of the success model for resort projects in Oman, as explained in section 6.4. The model has the input of stakeholder's power and trust, the process of exchanges, and the output of success of the project. The input has focused mainly on the resident's power and trust, like other stakeholders, power is assumed based on their resource's ownership. The process is based on each stakeholder's criteria of success and their factors contributing to the success of resort projects. The model has utilised SET as a framework where exchanges between stakeholders form the basis of success. SET was integrated with the new movement in ST research where researchers are calling for more of engagement of stakeholders rather than management (Turner 2018). The engagement part with stakeholders was achieved through SET, where it identified the different norms of negotiating between stakeholders. The successful stakeholders' engagement was accomplished through exchanges between them. The two theories demonstrated that it is essential to identify, engage and exchange between the stakeholders to succeed in relationships and hence improve chances of project success.

Every stakeholder has certain elements to provide and is expecting return benefits. For optimal conditions, each stakeholder group would obtain their expectations in return for the factors they give other stakeholders. In this case, the resort project can be a success subject to the external factors that are generally beyond each stakeholder's control. The elements of trust and power were also integrated into the model.

This research revealed that for the context of the tourist resorts in the case of Oman, the power of resident's stakeholders is conditional, and increases as trust decrease. For the success model that was developed, the resident's trust in both government and private sector falls if their expectations were not met. This means that the resident's power would increase, which could have adverse consequences depending on the way the government manages the situations and the external situations.

7.3 Contribution to practice

Further to the contributions to academia, this research has a practical contribution that can serve both PM and tourism. This section highlights, briefly, the possible practical implications and how they can add value.

1. Tourism has its impacts, whether positive or negative, as stated in section (3.2). As Oman has incorporated and adopted tourism relatively late compared to other countries, it is wise that the country learns from the mistakes of the other countries to maximise the benefits and minimise the negative impacts. Some of the positive and negative impacts are stated in Table 3-1. Project management and this research can contribute to ensuring that Oman learns from the mistakes that have made by other destinations.

2. The research emphasises that projects should be taken from a holistic approach rather than only from their execution aspects. The project benefits realisation aspects must be considered in the early stages of policy development to ensure that all stakeholders'

interests and concerns are addressed. This should be reflected in the project plans with the private sector, which should provide them with realistic feasibility studies of the project by understanding the stakeholder's expectations and how they factor them in the project plans. In the case of Oman, it is essential that the public stakeholders are consulted before the start of the project, and that they evaluate all the negative impacts in order to compensate them appropriately and avoid getting the project into any unnecessary delays. It is also essential to manage the expectations of residents, as sometimes these can be very unrealistic to achieve. Besides, it is important to highlight what is expected from the resident's in return. The overall success of any tourism development takes into account the exchanges between stakeholders that lead to either satisfaction or dissatisfaction.

3. Last but not least, it is evident that over-dependence on tourism can also be a mistake which has been demonstrated by the many crises that the world has witnessed. There have been many disruptive events between the year 2000 and 2015 such as September 11 terrorist attacks, severe acute respiratory syndrome (SARS) outbreak in 2003, the global crisis in 2008/2009, Middle East Respiratory Syndrome (MERS) outbreak in 2015 that has a limited impact to tourism (G€osslinga et al. 2020). However, the impact of the recent pandemic of Covid-19 is exceptional and almost brought tourism down all over the world (G€osslinga et al. 2020). The government in Oman has to look carefully in its strategy to ensure preparedness for such crisis on tourism and its economic contribution.

4. Research shows that trust between stakeholders is important, especially as there are always limits to what control measures and contracting can manage. Losing trust between stakeholders could have very negative consequences, especially if that is coupled with the increase of power for the residents. Therefore, it is essential that stakeholder's with perceived high power, i.e. the government and the private sector, maintain trust with less powered stakeholders throughout the project lifecycle. The more balanced the power of stakeholders and more trustworthy the relationships, the more successful the projects are perceived to be.

5. The success of projects depends on all relevant stakeholders, no matter how powerless a stakeholder has been at the early stages of the project, as power could be gained with the dynamic aspects of the events. Therefore, it is vital to establish the project with responsible means to ensure that stakeholder's needs are addressed.

6. Importance of developing business opportunities for the local communities beyond employment. The developed businesses can stand alone and serve other projects in the area. This will not only satisfy the residents by providing an employment opportunity but also develops the local economy and enhances the quality of life.

7. Care must be taken for environmental aspects while developing the projects, especially where the NGOs role is still at its infancy, and the government may tolerate requirements in order to attract investments. It is common that powerful stakeholders may exert their power to bypass specific conditions in order to get projects started; however, the long-term impacts would be damaging and must not be tolerated.

8. As the Omanis have pride in their culture; therefore, the selection of projects and its project developers must take into consideration this aspect. Many tourists visit destinations to explore the cultural aspects; hence, it is essential to preserve the culture as much as possible while embarking on the tourism developments.

7.4 Contribution to the researcher- Reflection

There is no doubt that this research journey has contributed to the personnel development of the researcher. The journey has been a challenging yet rewarding one with hitches throughout it. Below is a list of few of the reflections:

1. Management of stress due to unknown parameters. In some instances, stress is caused by known elements, where it is a conflict between resources and tasks. Although having stress may be useful, overstressing may have negative consequences. The stress caused during the PhD journey is a little different where the fear of the unknown mainly causes it. The researcher goes through different directions where the results may not be clear, and hence this creates a fear that efforts may be lost altogether. Although there is

guidance and assurance from the supervisors, the journey is still one of semi-loneliness where decisions, directions, and justifications ought to be made by the researcher and be justified to the supervisors. Thinking back over it, it was not easy, of course, but there are benefits. Taking control of one's own destiny is essential; making decisions that their impact may supersede this life is also essential. The decisions should be based on sound principles, and assurance can be attained throughout; however, there will always be elements of the unknown, which is part of our life.

2. Keeping the balance between details and the big picture. The tendency is to be lost while digging in the aspects of the research by snowballing in the literature and different concepts, which could be endless. However, with the research, it was essential to go deeper while at the same time keeping the overall view on the research focus. This can be a fundamental lesson for life, as there are always several daily activities that would take a lot of our time and could blur the foremost vital issues that we need to focus on and may have enormous consequences for us.

3. Identify problems. The research journey set the basis of how to identify problems critically, find ways to collect information and data, analyse them and allow for an emerging answer to conclude. This is one of the most important lessons for life where we are faced with different situations, some of which require deeper involvement and understanding than others

4. Try different approaches. Using an interpretive approach has improved my interpretation abilities. Having had a background that was concerned with objectivism, seeing the other side of things was challenging. The interpretive approach in this research has helped me improve this skill and widen my horizons, not only in the research but in general life as well.

5. Plan and be Flexible. It is essential to develop plans, to maintain the vision and direction of the research; for example, aim, objectives, interviewee guide, and analysis plan, which is important in directing the research. However, it is also important to allow for flexibility, as it is not possible to predict all the outcomes. Allowing for flexibility in

this research, helped in developing themes that were not planned, yet are essential. This is important for a life full of uncertainties, planning is always useful, but being flexible can yield much more results.

6. Repeat the process. The fact that the data analysis is qualitative and based on interpretivism was challenging. There was a tendency to finalise the analysis from one or two rounds of analysis, but fortunately, the supervisors did not let this go and instead asked for repeated analysis. This was necessary as more and more themes started to emerge and develop. This extended to the development of the model of this research, which was challenged by the supervisor's team to ensure that it represents the uniqueness of the research. Things may not be clear from the first attempt.

7. Present the research outcomes. Presenting the process and findings of the research to a wide range of audience, and being ready for any question is essential. It develops a more robust understanding of the research, as well as allowing the researcher to explore unthought-of areas of the research. Presenting at the IPMA conference, as well as conducting validation for my research, were great opportunities for enhancing my understanding of research. It allows the researcher to break down the research into easy-to-understand parts to cater to different audiences.

7.5 Research limitations and recommendations for future research

As most of the researches, this study has limitations, some of which are highlighted below along with recommendations for future research.

1. This research is unique as it combined different topics. It is, to my knowledge, the first that discussed project management, with tourism resorts, in a developing country and utilising SET. Although each of these, were topics by themselves, there was a scarcity of research combining them or even part of the topic. The researcher tried to grasp as many topics together as possible in this research, it remains limited, and further research can take specific topics even more profound, such as project stakeholder’s dynamics in developing countries.

2. Single case studies are limited by the inability of their results to apply to other contexts. However, lessons can be learnt, and the results of this study can be compared with results from similar contexts, such as neighbouring countries that share similar economic and social conditions. Future research may be in the form of cross-case analysis of results from this study and studies within other regional contexts to identify variances and similarities in success criteria and factors for a resort project, rather than at the country level. Besides, as this research had a mix of participants of local and expatriate living in Oman, any future research can also investigate the difference in the opinion of local vs expatriate regarding the long-term success of projects. In Oman, the expatriate stakeholders were present in both the private sector and the government, and they may have their own viewpoint of how long-term success means for them compared to what it means to the citizens. It would be good to evaluate this difference and whether it has any impact on the overall success of the projects.

3. One of the findings of this study that contradicts the findings in the general literature is the relationship between public trust and power. Literature shows that a higher level of resident's power corresponds to a higher level of trust (ÖUberg and Svensson 2010; Nunkoo and Ramkissoon 2012). However, this research showed the opposite where less resident's trust in government, generates higher power. It is not clear whether public power stays at a low level when the trust is high; however, it does seem that it increases when trust reduces. The issue of public power in a country setting is susceptible and hard to measure as well as forecast its implications. It was beyond this research scope to investigate the possible scenarios of resident trust-power relations and impact. This can be of interest for future research.

4. The research has utilised SET as a platform in explaining how the long-term success for the resort is developing as a series of exchanges between stakeholders. There is room to use SET also for earlier phases of projects, i.e. outputs, outcomes, where the circle of stakeholders may be limited. It could be that success is a matter of exchanging specific resources from another, i.e. time for cost, or quality, and further research would be useful in this area.

7.6 Conclusion

This research has proposed a new approach to look at project success. An approach that views success as a process of exchanges, both contextual and time-dependant. It has focussed on the long-term aspects and developed a new multiple stakeholder's centred model that is based on social exchange theory. The research emphasised that the iron triangle is not fixed, as it means something to certain stakeholders at the specific timeframe, and then may not carry the same importance as time passes. And for the long term, there is no objective measure of success across projects, it is contextual and has to be understood as such. The developed model has elements of trust and power combined, which influence the exchanges leading to success or failure of projects. Besides, the research has highlighted the issue of confusion between success dimensions of criteria and factors, which has led to inconsistency in defining project success.

The research has added contributions to knowledge, practice and the researcher. The contribution to knowledge was for both the PM as well as the tourism disciplines and the way social exchange theory can be used as a platform for project success. The practical contributions can help the government of Oman in ensuring successful implementation of their 2040 tourism policy when it comes to resort project development. The contributions to the researcher's knowledge are many and would contribute to future endeavours.

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Appendix 1: List of studies on success criteria

Author/s	Success Criteria
Shenhar et al. (1997)	Finished within budget, Completed according to specifications, Finished on time, Sponsor satisfaction, Enabling of other project work in future, Yielded business and other benefits, Met client's requirement, New understanding/Knowledge gained, End product used as planned, Met organisational objectives
Wateridge (1998)	Yielded business and other benefits, End-user satisfaction Completed according to specifications, Project team satisfaction, Project achieved its purpose, and Met planned quality standard, Supplier satisfied
Lim and Mohamed (1999)	Finished within budget, Completed according to specifications, Finished on time, Project team satisfaction, End product used as planned, Supplier satisfied
Andersen and Jessen (2000)	Finished within budget, Finished on time, Project achieved its purpose, Met planned quality standard, New understanding/Knowledge gained, End product used as planned, a Smooth handover of Project outputs, Motivated for future projects, Learned from the project
White and Fortune (2002)	Learned from the project, Project team satisfaction, Enabling of other project work in future, Yielded business and other benefits, Met client's requirement, New understanding/Knowledge gained, Minimum disruption to the organisation, Activities carried out as scheduled, Met organisational objectives, Adhered to defined procedures, Met safety standard
Westerveld (2003)	Finished within budget, Completed according to specifications, Finished on time, Project team satisfaction, Sponsor satisfaction, End-user satisfaction, Supplier satisfied
Diallo and Thuillier (2004)	Finished within budget, Finished on time, Project achieved its purpose, Met planned quality standard, End-user satisfaction, Enabling of other project work in future, Improvement in organisational capability, Project has a good reputation, Project achieved a high national profile, Project's impacts on beneficiaries visible
Bryde (2005)	Project team satisfaction, Project achieved its purpose, Sponsor satisfaction, Enabling of other project work in future, New understanding/Knowledge gained, Minimum disruption to the organization, Smooth handover of Project outputs, Improvement in organisational

	capability, Met organisational objectives, Cost-effectiveness of work, Adhered to defined procedures, Personal financial rewards
Khang and Moe (2008a)	Completed according to specifications, Sponsor satisfaction, End-user satisfaction, Enabling of other project work in future, Met client's requirement, End product used as planned, Smooth handover of Project outputs, Improvement in organisational capability, Motivated for future projects, Project has a good reputation; Activities carried out as scheduled, Resources mobilised and used as planned
Thomas and Fernández (2008)	Finished within budget, Completed according to specifications, Finished on time, Project team satisfaction, Project achieved its purpose, Sponsor satisfaction, Met planned quality standard, End-user satisfaction, Yielded business and other benefits, End product used as planned, Steering group satisfaction
Müller and Turner (2007)	Finished on time, Project team satisfaction, Project achieved its purpose, Sponsor satisfaction, Met planned quality standard, End-user satisfaction, Met client's requirement, Supplier satisfied, Cost-effectiveness of work
Kerzner (2009)	Finished within budget, Completed according to specifications, Finished on time, Minimum disruption to the organisation, Minimum number of agreed scope changes
Turner et al. (2010)	Finished within budget, Completed according to specifications, Finished on time, Project team satisfaction, Project achieved its purpose, Met client's requirement, The project satisfies the needs of users
Al-Tmeemy et al. (2011)	Finished within budget, Completed according to specifications, Sponsor satisfaction, Met planned quality standard, Yielded business and other benefits, New understanding/Knowledge gained, Project has a good reputation, Activities carried out as scheduled
Khan et al. (2013)	Project efficiency (cost, time, scope), Organizational benefits (Met organisation objectives, learning/knowledge developed), Project impact (End users/beneficiaries acceptance), Future potential (Ability of the organisation to take future projects), Stakeholder satisfaction (client, sponsor, steering group satisfaction of project)

Appendix 2: List of studies on success factors

Researcher	Study findings
Pinto and Slevin (1987)	The study identified ten factors, including (1) clarity of goal and general direction, (2) top management support, (3) clarity of project schedule/plan, (4) client consultation, (5) personnel issues, including recruitment, selection, and training of the team, (6) adequate technology to support the project, (7) client acceptance of the finished product, (8) monitoring and feedback, (9) sufficient channels of communication, and (10) adequate trouble-shooting expertise.
The Standish Group (1994)	Success factors: (1) user involvement, (2) executive management support, (3) clear statement of requirements, (4) proper planning, (5) realistic expectations, (6) smaller project milestones, (7) competent staff, (8) ownership, (9) clear vision and objectives, and (10) hard-working and focused staff. Factors that may result in projects being challenged: (1) lack of user input, (2) incomplete requirements and specifications, (3) changing requirements and specifications, (4) lack of executive support, (5) technology incompetence, (6) lack of resources, (7) unrealistic expectations, (8) unclear objectives, (9) unrealistic time frames, and (10) new technology. Factors causing projects to be impaired and ultimately cancelled: (1) incomplete requirements, (2) lack of user involvement, (3) lack of resources, (4) unrealistic expectations, (5) lack of executive support, (6) changing requirements and specifications, (7) lack of planning, (8) didn't need it any longer, (9) lack of IT management, and (10) technology illiteracy
Cooper and Kleinschmidt (1995)	Critical Success Factors: (1) a high-quality new product process, (2) a clear, well-communicated new product strategy for the company, (3) adequate resources for new products, (4) senior management commitment to new products, (5) an entrepreneurial climate for product innovation, (6) senior management accountability, (7) strategic focus and synergy (i.e. new products close to the firm's existing markets and leveraging existing technologies), (8) high-quality development teams, and (9) cross-functional teams.
Sumner (1999)	Success factors: (1) Support of senior management, (2) redesign of business processes to “fit” what the software will support, (3) investment in user training, (4) avoidance of customisation, and (5) use of “business analysts” with both business knowledge and technology knowledge.
Holland and Light (1999)	Strategic factors include (1) legacy systems, (2) business vision, (3) ERP strategy, (4) top management support, (5) project schedule and plans. Tactical issues include (1) client consultation, (2) personnel, (3) Business Process Change (BPC) and software configuration, (4) client acceptance, (5) monitoring and feedback, (6) communication, and (7) troubleshooting.

Researcher	Study findings
Yeo (2000)	Three spheres of influence: (i) process, (ii) context and (iii) content. It also identified the main failure factors belonging to each sphere of influence as follows: (i) Process-driven issues: (1) Underestimate of timeline, (2) Weak definitions of requirements and scope, (3) Inadequate project risk analysis, (4) Incorrect assumptions regarding risk analysis, (5) Ambiguous business needs and unclear vision;, (ii) Context-driven issues: (1) Lack user involvement and inputs from the onset, (2) Top-down management style, (3) Poor internal communication, (4) Absence of an influential champion and change agent, (5) Reactive and not pro-active in dealing with problems; (iii) Content-driven issues: (1) Consultant/ vendor underestimated the project scope and complexity, (2) Incomplete specifications when the project started, (3) Inappropriate choice of software, (4) Changes in design specifications late the project, (5) Involve high degree of customisation in the application.
Miller and Lessard (2000)	The critical issues underlined in this study are the competence of the sponsor concerning the ability to deal with exogenous turbulence (political, economic, social) and endogenous (partnership and contractual issues)
Somers and Nelson (2001)	The following factors are critical for ERP implementation: (1) Top management support, (2) project team competence, (3) interdepartmental cooperation, (4) clear goals and objectives, (5) project management, (6) interdepartmental communication, (7) management of expectations, (8) project champion, (9) vendor support, (10) careful package selection, (11) data analysis and conversion, (12) dedicated resources, (13) use of steering committee, (14) user training on software, (15) education on new business processes, (16) Business Process Reengineering, (17) minimal customisation, (18) architecture choices, (19) change management, (20) partnership with vendor, (21) use of vendors' tools, and (22) use of consultants.
Cooke-Davies (2002)	Twelve factors critical to project success: (1) adequacy of company-wide risk management education, (2) maturity of risk allocation processes, (3) maintaining a visible risk register, (4) maintaining an up-to-date risk management plan, (5) documenting organisational responsibilities on the project, (6) shortening project duration, (7) allowing changes to a scope only through a mature scope change control process, (8) maintaining the integrity of the performance measurement baseline, (9) maintaining an effective benefits delivery and management process, (10) matching projects to corporate strategy and business objectives, (11) establishing metrics for direct feedback on project performance and success and, (12) continuous improvement through "learning from experience".
Sun and Wing (2005)	A group of success factors identified for each phase of NPD. In idea generation and conceptual design: (1) clearly defined target market, (2) innovativeness of the product to the market, (3) leadership of project leader, (4) support by R&D

Researcher	Study findings
	skilled people, (5) ideas generation by brain-storming, (6) cross-functional co-operation, and (7) flexibility and responsiveness to change. In definition and specification: (1) implementation of quality standards, (2) clear project goal, and (3) consider issues at an early stage. During prototype and development: internal communication within the project team. During commercialisation, the most important factors are (1) delivery of the NP to customers on time, (2) the right time to launch and (3) competitive product cost.
Jugdev and Müller (2005)	Agreement on success criteria between stakeholders, the close working relationship between owner and project manager, empowering project manager, owner interest in the performance of the project
Kappelman et al. (2006)	Early Warning Signs of IT project failure mainly centres around people and process risks. People-related risks identified are (1) lack of top management support, (2) weak project manager, (3) no stakeholder involvement and/or participation, (4) weak commitment of project team, (5) team members lack requisite knowledge and/or skills, (6) subject matter experts are overscheduled. Process-related risks were: (1) lack of documented requirements and/ or success criteria, (2) no change control process (change management), (3) ineffective schedule planning and/or management, (4) communication breakdown among stakeholders, (5) resources assigned to a higher priority project, and (6) no business case for the project.
Toor and Ogunlana (2008)	(1) Project planning and control, (2) project personnel and (3) involvement of the client are critical for project success
Yu and Kwon (2010)	(1) The minimisation of conflict between stakeholders, (2) balanced adjustment between public and private interests, (3) good communication and information sharing, and (4) cooperativeness of stakeholders on a project.
Tabish and Neeraj Jha (2010)	(1) Awareness of and compliance with rules and regulations, (2) pre-project planning and clarity in scope, (3) effective partnering among project participants and (4) external monitoring and control.
Lind (2011)	(1) Size of the project, (2) clarity of goals and mission, (3) availability of required technology and (4) client acceptance of the project.
Ika et al. (2012)	Factors of success for international development projects: Supervision: monitoring, design, coordination, training an institutional environment
Diallo and Thuillier (2015)	Factors of success for international development projects: Trust and communications

Researcher	Study findings
Yalegama et al. (2016)	Enabling community environment, measuring PM outcomes, and engagement of community
Ika and Donnelly (2017)	Structural Conditions: contextual environment and accountability/public participation; Institutional Conditions: beneficiary institution capacity and implementing organisation capacity; and finally Project Management Conditions: leadership, monitoring, design, and stakeholder coordination
BMG Research (2014)	Effective governance, capable sponsors, aligned supply chain, proven methods and tools, appropriate standards, commitment to a project's success, supportive organisations, engaged users or operators, competent project professionals, capable project teams, and secure funding

Appendix 3: Interview Questions Theme

Sample of Interview questions

1- *Information about the project*

The researcher briefs the respondent about the research objective and his role, the expectation from the research and goes over the consent form, and informs the participants of their right to withdraw at any stages of the interview if required. As the interviews will be semi-structured, the following will be the basis of the discussion with the participants and can be modified depending on the flow of the interview.

(Note that these interviews target the following candidates:

1- Government officials:
    a. Ministry of Tourism
        i. Senior management
        ii. projects and planning team members
    b. Ministry of finance, the Higher Authority of planning and development of Oman
2- Senior managers and Project team members from OMRAN (Government tourism development company)
3- Senior managers and Project team members from resort development companies
4- Team members from Oman environment society
5- Team members from Oman tourism groups & travel-related companies
6- General public; community leaders, educated personnel, resort neighbours

2- *General information about the participant and the resort*

1. Can you please introduce yourself?

2. What is/was your role (in resort)?

3. What are/were the objectives of this resort or resorts development? (As applicable)

4. Identification of resorts stakeholders and appropriate time for evaluation of results

5. Who do you think are the stakeholders for the resorts projects in Oman? (Follow up on question to identify the level of their importance).

6. How to do you define the time frame for resort evaluation, when does the result of the resort, the side effect and the stabilisation usually start to appear? (Possible to link it to the resort lifecycle)

3- Project success criteria

- In your opinion, how do you evaluate this/these resorts performance so far?
- Why do you rate it/them like this? (Prompt: criteria used for evaluating the success of the project).
    - Try to identify if there are any side effect of the development that justifies the rating
- In case resorts were rated differently, then follow up on why the difference?
- In your opinion, what are the most important criteria for assessing the resorts project success?
- * For government (policy developers),
    - How is long-term success classified as per the government for resorts projects? Follow up on reasoning for each criterion? Is it any different from other tourism development projects?
    - Are there any side effects that developed from the previous resorts that the government tried to avoid in the new policy?
- *For the local community:
    - In your opinion, how do you evaluate this resort impact to you and the local community so far? (Prompt: criteria used for evaluating the success of the project).
    - What were your expectations from the development? And have they been met?
- For special interest groups (i.e. Environmental/women/fishery)
    - In your opinion, how do you evaluate this resort impact on the environment/women/fishery far? (Prompt: criteria used for assessing the success of the project).
    - What were your expectations from the development?
    - How would you classify this development?
- From the above success criteria, could you please rank them in order of importance of these criteria?
- What do you believe are the relationships between these criteria? Are they dependent on each other or independent?

(Areas to be highlighted during the discussion as per the following topics: Financial impact, social development impact, cultural impact, tourism impact)

*4- **Project success factors***

- In your opinion, what are the factors that influence the long term success of resort projects?
    a. Prompt (details of each factor) and how did this factor influence the success of this resort?
    b. Try to differentiate them from short term factors.
- In your opinion, what are the factors that cause the development of adverse side effects or challenge success (if any) of resort projects?
    a. Prompt (details of each factor) and how did this factor influence the negative results?
- From the above success factors, could you please rank in order the level of importance of these factors in delivering the success of the resort projects?
- What do you believe are the relationships between these factors?
- Recommendation - What changes should be made for future resorts to enhance the likelihood of success?

7. Is there anything else you want to add?

8. If I need to clarify any points, do you mind if I get back to you?

Appendix 4: Consent form and data information sheet

1- Participant Information Sheet

The title of the research project

Project Success Evaluation by Multiple Stakeholders for Tourism Built Resorts: A study in Oman.

Invitation paragraph

You are invited to take part in a research project. Before you decide, it is important for you to understand why the research is being carried out and what it will involve. Please take your time to read the following information carefully and discuss it with others if you wish. Ask me if there is anything that is not clear or if you would like more information and take your time to decide whether or not you wish to take part.

The research will be conducted by Ghasan Hamed Al Maamari, a PhD student at Bournemouth University.

Who is organising/funding the research?

The researcher is funded by the Omani Ministry of Higher Education under His Majesty Sultan Qaboos Scholarship Scheme.

What is the purpose of the project?

Perception of success changes with different people and over time. There have been several definitions and frameworks for success criteria and factors in the project management literature. However, there is little coverage of this area on the tourism-related projects. This research will investigate different stakeholders' perceptions of resort tourism projects and develop success criteria and factors framework specific for resorts projects in Oman. This would enhance the success rates within resort tourism projects by understanding different stakeholder's perceptions.

Why have I been chosen?

You have been chosen because the researcher believes that you will provide valuable insights during the interview due to your knowledge of the researched area

Do I have to take part?

It is up to you to decide whether or not to take part. If you do decide to take part, you will be given this information sheet to keep (and be asked to sign a participant agreement form).

You can withdraw at any time, up to the point of anonymisation (i.e. where the data are processed and become anonymous, so your identity cannot be determined).

What would taking part involve?

You will be required to take part in the interview, which should not exceed one hour in duration. In the interview, the researcher will ask several questions to which you can provide answers as appropriate. There are no right or wrong answers, and your opinion is considered valuable.

What are the advantages and possible disadvantages or risks of taking part?

Whilst there are no immediate benefits for those people participating in the research, it is hoped that this work will develop an understanding of success taking multiple stakeholders viewpoints and this may enhance the success rate of tourism resorts which is useful for long-term government planning.

Moreover, there are no disadvantages or risks can be foreseen. Only your time and valuable opinions are required.

Will my taking part in this project be kept confidential?

All the information that we collect about you during the course of the research will be kept in accordance with the Data Protection Act 1998. You will not be able to be identified in any reports or publications. All data relating to this study will be kept for five years on a BU password-protected secure network

What type of information will be sought from me, and why is the collection of this information relevant for achieving the research project's objectives?

Your opinions and ideas will be gathered, and these will be used to develop a framework. It is important to understand how different people perceive success and what are the commonality and differences.

Will I be recorded, and how will the recorded media be used?

The audio recordings of discussion will be used only for transcribing and analysis purposes. No other use will be made of them without your written permission, and no one outside the research will be allowed access to the original recordings.

Contact for further information

You may contact the researcher via email (galmaamari@bournemouth.ac.uk) should your require any additional information.

In case of complaints

If there any complaints about the research, you may contact Deputy Dean of Research and Professional Practice Professor Lee Miles by email to researchgovernance@bournemouth.ac.uk.

You will be given a copy of the information sheet and a signed participant agreement form to keep should you decide to take part in the research.

Thank you very much for taking the time to read through this information sheet, and I hope you will be willing to take part in the study.

2- Participant Agreement Form

The full title of the project:

Project Success Evaluation by Multiple Stakeholders for Tourism Built Resorts: A study in Oman

Name and Position of Researcher: Ghasan Hamed AlMaamari- PhD Researcher

Contact Details of Researcher: galmaamari@bournemouth.ac.uk

Name and Position and contact details of Supervisors: Dr Nigel Williams (Senior Lecturer) (nwilliams@bournemouth.ac.uk) & Dr Roger Atkinson (Senior Lecturer) (rogeratkinson@bournemouth.ac.uk)

I have read and understood the participant information sheet for the above research project.

I confirm that I have had the opportunity to ask questions.

I understand that my participation is voluntary.

I understand that I am free to withdraw up to the point where the data are processed and become anonymous, so my identity cannot be determined

Should I not wish to answer any particular question(s), I am free to decline to answer

I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the outputs that result from the research.

I understand taking part in the research will include being recorded (audio) but that these recordings will be deleted once transcribed.

I agree to take part in the above research project.

______________________________ ________________ ____________________________________

Name of Participant Date Signature

Ghasan AlMaamari

______________________________ ________________ ____________________________________

Name of Researcher Date Signature

Appendix 5: List of initial themes in the data analysis

Name	Files	References
Government Stakeholders Criteria and factors of success	11	111
Success Criteria	6	28
Contribution to national tourism objectives	4	13
Improving the country tourism reputation	4	10
Attract Tourists-C	2	2
Increasing the night stay-C	1	1
Increasing the number of rooms in the tourism sector-C	1	1
Number of Guests-C	1	2
Reputation build up-C	1	3
Safety & Security of Travellers-C	1	1
Resort expansion plans	1	3
Expansion plans- C	1	3
Implementing project phases	0	0
Environmental sustainability	3	9
Protecting the environment	3	9

Preserving the environment-C	2	6
We always say about the project owner' a needy person is blind till his need is satisfied' (local proverb),	2	2
The extent of project support to community	1	1
Development of local SMEs	1	1
Using and developing local companies	0	0
Community Support-C	4	5
Using Local Products-C	1	1
Omanisation of the resort jobs	0	0
Recruitment of local people	0	0
Training and development of the locals	3	5
Resort financial performance	3	5
Financial Performance-C	3	5
Project return on investments	0	0
Success Factors	10	83
Country-Specific Factors	7	16
Beautiful nature-F	1	1
Cultural richness	0	0

Location	2	2
Long Beaches-F	1	1
Lovely nature	0	0
Rich Culture-History-F	1	2
Socio-cultural and environmental Sustainability	3	10
Environmental Friendly	1	4
Omani Culture-History	1	1
Respecting local culture	3	3
Supporting community	1	2
Activities and campaigns	1	1
Tolerant nation	0	0
Government influenced factors	8	25
Bureaucracy	1	1
Direct air travel	1	1
Direct airline routes-F	1	2
Government Bureaucracy-F	2	2
Infrastructure	4	10

MOT support-F	1	1
Municipality services-F	1	1
Roads-F	3	3
Services-Water & Elect	1	1
Telecom availability-F	1	1
Visa facilitation	1	1
Visa Facilitation-F	1	1
Idea	0	0
Investor-operator influenced factors	9	41
Availability of supporting activities-F	2	2
Community Support-F	4	10
Daily Prices-F	2	2
Improvements-Changes-F	1	2
Investor commitment and close follow up-F	1	1
Location and Design factors	4	8
Location	2	3
Project Concept-Idea	1	2

Renovation and Innovation	1	1
supporting Facilities-Activities	2	2
Marketing and promotion	1	1
Project idea-Concept-F	1	2
Quality of the Resort	2	2
Respecting Local Culture-F	2	6
Staff Support-F	1	1
Supporting community	1	2
Activities and campaigns	1	1
Training for the community-F	2	2
Political and economic factors	1	1
Political stability-F	1	1
Investors and operators criteria and factors of success	10	93
Success criteria	10	93
Contribution to national tourism objectives	3	14
Construction time-F-C	2	3
National Objectives-C	3	11

Attract tourists	2	3
Develop new products	1	1
Launch as many projects	1	1
Products for the domestic market	1	1
The extent of support to community	7	23
Community support-C	3	6
Omanisation-C	4	6
SME development-independent-C	6	11
Local products-F-C	2	2
Operational criteria	4	14
Brand Reputation-C	2	3
Community Support-C	1	1
Guest Satisfaction-C	3	5
Repeat Guests-C	3	4
Staff Satisfaction-C	1	1
Project financial performance	10	42
Construction time-F-C	2	3

Financial performance-C	7	34
Business mix and demand analysis	2	6
Cost-F	1	2
Guest experience-F	3	3
Length of stay-F	4	5
Number of guests-F	2	2
Recognised Brands	3	4
Financial Performance-C (2)	3	5
Success factors	0	0
External economic and political factors	5	13
Economic slowdown	2	4
Oil prices	1	1
Economic Stability-F	1	1
Geo-Political stability	4	8
GCC wars	2	2
Terrorism	1	1
Government influenced factors	8	23

Government Bureaucracy-process-F	4	7
Road-F	2	4
Roads-F	4	4
Telecom-F	1	1
Telecom-F (2)	3	4
Visa-F	2	3
Investor influenced factors	10	84
Construction time-F-C	2	3
Design and concept-F	3	4
Destination attractiveness-activities-F	7	15
Nature	4	6
Feasibility study- F	3	3
Financing terms-F	2	3
Having related business	2	5
Innovation-F	2	3
Location-F	5	6
Location-F (2)	2	3

Nature-F	3	5
Oman untapped market-F	2	2
Omanisation-F	2	2
Part of national plan-F	4	7
Gov promotion	2	3
Preserving the environment-F	2	3
Project Idea-Concept-F	2	2
Re-invention and innovation-F	1	3
Resort facilities and activities-F	3	5
Weather & seasonality-F	4	6
Hot weather mind-set	1	2
Weather-F	3	4
Operation influenced factors	9	70
Branding-F	1	2
Community involvement-F	3	11
Buying local products-F	2	3
Omanisation-F	2	2

Community support-F	3	4
Competition-F	1	1
Culture touch-F	3	7
Culture-F	2	3
Having related business	2	5
Increase the length of stay-F	0	0
Innovation-F	2	3
Maintenance-F	2	5
Marketing and promotion of the resort-F	4	7
Omanisation-F	2	2
Preserving the environment-F	2	3
Quality of services-F	2	3
Re-invention and innovation-F	1	3
Resort facilities and activities-F	3	5
Social media-F	3	3
Staff satisfaction-F	2	3
Friendliness of staff-F	1	1

Residents and NGO criteria and factors of success	6	84
Success criteria	3	24
Environmental sustainability	1	2
Environmental Sustainability-C	1	2
The extent of support to community	2	15
Omanisation-C	2	4
Services to community-C	2	6
Financial Support-C	1	1
Marina access	1	1
Support of SMEs-C	2	3
Training and development of local staff-F	1	2
Financial performance	3	7
Construction time-C	1	1
Financial performance-C	1	1
Financial Performance-C (2)	1	1
Number of Guests-C	1	1
Occupancy-C	1	2

Repeat guests-C	1	1
Success factors	6	60
Environmental sustainability	1	2
Environmental Sustainability-C	1	2
External political and economic factors	2	5
Economic slowdown-F	1	3
Political unrest	2	2
Political stability	1	1
Government influenced factors	2	10
Infrastructure	2	10
Roads	2	4
Telecom	2	3
Investor-operator influenced factors	5	43
Community support	1	9
Employment of locals	1	3
Interaction with locals	1	2
Location	3	4

Diverse nature-F	1	1
Non-Sensitive location-F	1	1
Omanisation-F	1	4
Prices	1	1
Project Concept-Idea	4	8
Resort Design-F	1	1
Supporting Facilities-Activities	1	1
Weather-F	2	4
Quality of service	1	3
Repeat guests	1	1
Respect the culture	2	14
Cultural touch-F	1	9
Food-shiwa-F	1	1
Respect of culture	1	2
Local culture-heritage	1	4
Negative impacts	1	2

Appendix 6: Conference paper

Stakeholders' trust and power dynamic in tourism resort projects in a developing country

Abstract

The inadequacy of the 'iron triangle' measurement of project performance has led to the increasing importance of the stakeholder's role in defining project success (Atkinson 1999; Davis 2017). Project evaluation goes through different phases, each having its stakeholders, success criteria and factors (Elbaz and Spang 2018). When it comes to evaluating the long-term benefits of projects, stakeholder's reliance on each other to achieve success grows significantly. This leads to exchanges, both tangible and non-tangible between the stakeholders to ensure project success. The importance of trust and power that shape the exchanges between the stakeholders play an essential role in defining the overall project performance.

Tourism resort projects involve different stakeholders where the outcomes are determined by the level of satisfaction of a complex set of stakeholder's interests. The complexity of the stakeholders is context-specific that is influenced by the trust between and power of each stakeholder. When it comes to Oman, a developing country with a monarchy government-system, public power is low due to lack of resources ownership and political participation. On the contrary, public trust in government is high with high expectancy that the government works on the best interest of its people. However, as the country is facing challenges with low-oil prices led to introducing measures affecting people life, the public trust in government institutions found to impact their power negatively. Public power is triggered to increases when trust decreases, which could cause potential instability in the country.

Keywords: project success; stakeholders; social exchange theory; trust; power

Introduction

Despite the perceived high failures of projects (Davis 2014), PM is a growing profession as demonstrated by an expanding body of professional associations, research, standards, methodologies, and tools seeking to reduce projects' failures (Davis 2014; Albert et al. 2017). Projects are viewed as a means of generating values and achieving goals (Tillmann et al. 2012), and many organisations are embarking on PM to achieve their strategic goals (Bredillet 2005). The success school of thought has been one of the most researched topics within the PM literature (Ika 2009). However, the classification of a project to be successful or failure is subjective to the extent that can be said that success is "in the eyes of the beholder" (Müller and Jugdev 2012).

Tourism resort projects are built in attractive locations to cater to specific purposes and are favoured by many tourism destinations. The resorts involve multiple stakeholders that need to work together and exchange resources to ensure overall success. In the case of Oman, circa 60% of newly planned development are resorts as the country paves its way to diversify its oil-based economy. The stakeholder's roles and power differ according to their rights and resource's ownership. The varying level of powers determines the extent each stakeholder group's interest is catered for and impact the trust between the stakeholders. For example, investors power is expected to be high as they have money, expertise, and other resources and trust with the government need to be high for this long-term relationship.

Project success

Project success has been a central topic in PM literature, and several attempts have been made to define what success is (Albert et al. 2017) without reaching a consensus on its definition (Ika 2009; Davis 2014). Davis (2014) examined twenty-nine related articles and came up with twenty-two different definitions for it. Perceptions on project success have progressed over time to embrace definitions that reflect success over the project lifecycle rather than the early research of limiting the success to the implementation phase of PM. Moreover, there is a growing consensus on the importance of involving multiple stakeholders for the evaluation of project success (Di Maddaloni and Davis 2018). Project evaluation ought to be considered as an ongoing process of value creation instead of the traditional project output measurement (Eskerod and Ang 2017).

Müller and Turner (2007) debate that the evaluation of project success is inconsistent since project definitions and methodologies can neglect the generation and realisation of benefits. These definitions of the project focus on the project deliverables, instead of realising the project-intended benefits (Ashurst et al. 2008). Consequently, the efficiency of the process becomes a more important criterion than the effectiveness of the investment and the realisation of benefits (Zwikael and Smyrk 2012). This is in line with the classical project life cycle phases that consists of four stages: initiating, planning, executing, monitoring, and controlling and closing (PMI 2017). Both of which ignore the long-term effects that projects usually produce (Eduardo Yamasaki Sato and de Freitas Chagas Jr 2014).

Priemus (2010) model, which comprises of five stages spanning from problem analysis to the post-project operations offers an alternative to the project lifecycle model. This model has an advantage that it includes the time after project completion. Fahri et al. (2015) suggest that a project close-out phase is essential when assessing project success as it considers the project's benefits. The expansion of the project definition brings about the notion of benefits, outcomes, and outputs and the necessity to distinguish between their meaning to design appropriate success evaluation criteria (Nogeste and Walker 2005). As per Zwikael and Smyrk (2012), the outputs are the products from the project, the outcomes are the 'measurable end-effect that arises when stakeholders realize the outputs from a project,' and the benefits are the 'flow of value' from utilising the outcomes.

While some success criteria and factors are universal across industries, there are distinctive criteria that are particular to projects in specific sectors (Khan et al. 2013; Cserháti and Szabó 2014). Morris and Geraldi (2011) argued that it is imperative to focus on the context of the project rather than treating projects in isolation. Success can be interpreted differently across industries, whether it is carried out by the private or public sector and in a developed or a developing country. The tourism industry is one of the most project commissioners in recent years (Lebe and Vrecko 2014).

Tourism resorts

Tourism is of significant economic and social prominence (Wall and Mathieson 2006, p.1). With the attractive potential impact of tourism on long-run economic development; governments are investing in the development of their destination to attract tourists (Alhowaish 2016). Governments have developed policies to enhance the sector, enabling international companies to invest (Uysal et al. 2012) and develop new tourist attractions. However, despite the positive perceptions of the impacts of tourism, there are also concerns that tourism can have negative impacts on the quality of life of the local community (Nunkoo 2017). There is substantial literature about the different effects of tourism on the economy, the environment, the society, and the culture, with researchers reporting both positive and negative impacts in each category (Wall and Mathieson 2006; Liu and Li 2018). It is argued though that the tourism impact get exaggerated for different reasons (Pratt and Tolkach 2018), so it is challenging to have a realistic understanding of the effects. This may be due to the different variables that influence the interpretations of the tourism impact such as demography such as education level and gender, distance from the tourism development and stage of tourism development (Liu and Li 2018).

Resort tourism has become a vital form of tourism in many countries (Agarwal 2002). It has been favoured as a way to generate cash flow and sustain the economy in the long-run. Governments view such developments as an approach to improve the well-being of its residents through job creation, and increasing income (Anthony, 1997) and investors see resorts as a way to maximise their profits. Resorts are not only accommodation hotels but full attractions (Inbakaran et al. 2012). Brey (2011) has developed a definition with the minimum qualification for a resort and proposed a classification system for them that includes lodging facilities as well as a range of amenities and recreation activities. Brey's definition of 'resort' will be used in this research as it recognises the industry standards and it caters for descriptions of resorts mentioned by Inbakaran et al. (2012) and Naidoo and Pearce (2018).

Tourism resorts success is long-term outcomes and benefits rather than output driven. It involves multiple stakeholders, each with a subjectively constructed perceptions of success. The stakeholders of tourism resorts vary according to many factors, and the country settings impose a particular limitation on the role of the stakeholders. This research is focusing on the local community stakeholders' perspectives instead of the full list of stakeholders that tourism developments involve as they are concerned with the long-term impacts of the developments as compared to visitors who are generally after shorter-term implications. The research has selected Oman, a developing country, to conduct the research. Developing countries have their challenges and specificities that require to be researched where both PM and tourism have been criticised of focusing on research in developed countries (Khan et al. 2013; Nunkoo 2015).

Case of Oman

Oman is a developing country with GDP in 2015 of about USD 70 billion, the majority of which is from the oil sector (Khan and Krishnamurthy 2016). Oil is the backbone of the economy, contributing a large percentage of the country GDP; however, its amount is considered modest compared to the country's neighbours (BTI 2018). Oman is considered to be a 'rentier state' where it mainly depends on natural resources for the most substantial part of its GDP (Colombo 2017). However, with the repetitive oil crisis, the country strives to diversify its economy and tourism is viewed as a mean to diversify the economy and provide employment where the unemployment rate is increasing (Alhowaish 2016).

The government in Oman dominates the decision-making process at almost all levels. Besides, the government owns the natural resources such as oil and land. There is limited social or political pluralism, and political parties are not allowed. Moreover, public participation in planning and development is limited as the government informs the local people about the project to be implemented, sometimes even after securing investors and assigning contractors. However, there are some attempts to increase public participation in government demonstrated the establishment of Majlis A Shura; A publicly elected council with some legislative responsibilities. The country's arrangement poses specific settings on stakeholder's roles and powers, which is essential in understanding how tourism resort projects are evaluated from multiple stakeholder's viewpoints.

The use of social exchange theory (SET):

SET has been prominent in sociology and social psychology literature and is known to be one of the oldest theories of social behaviour as well as it is considered to be the most influential conceptual paradigms in organisational behaviour (Cropanzano and Mitchell 2005). Although different views of social exchange have developed, scholars agree that SET involves multiple interactions and obligations. The need for the exchange is created by the lack of resources, motivating actors to engage in obtaining valued inputs (Gottschalk and Solli-Sæther 2005). These resources can be combined in different forms, such as economic and socioemotional (Cropanzano and Mitchell 2005) or tangible and intangible (Scholtz and Slabbert 2016). The economic or tangible exchanges tend to involve financial needs or pose physical property whereas the socioemotional or intangible address the social and esteem needs and does not have a physical presence (Cropanzano and Mitchell 2005; Scholtz and Slabbert 2016).

The main exchange norms highlighted in literature are the reciprocity and negotiation rules (Cropanzano and Mitchell 2005; Wang et al. 2019). Reciprocity is defined as interdependent exchanges (outcomes are based on a combination of actors' efforts), a folk belief (involves the cultural element that people get what they deserve), and a moral norm (actors who do not comply with the guidelines are punished (Cropanzano and Mitchell 2005). Negotiation rules can be understood in that transaction parties negotiate to achieve beneficial arrangements (Cropanzano and Mitchell 2005). Control and trust mechanisms are used to resolve inter-organizational conflicts and reduce opportunistic behaviours (Wang et al. 2019). Trust, however, has more significance in resolving uncertainty in relationships as there are limits to what can be controlled through contracts (Herko and Hanna 2017).

Trust between stakeholders

Trust is covered in a wide range of disciplines such as psychology, sociology, economics, organisational science (Guo et al. 2013). Its definition varies across these disciplines, where researchers in each subject attach importance to different aspects of trust (Chen et al. 2017). Despite a plethora of research highlighting the importance of trust, the exact meaning of trust construct remains vague, which is demonstrated by the different definitions (Viviers and Theron 2019). de Oliveira and Rabechini Jr (2019) preferred to define trust in terms of a cause and effect relationship where it is viewed as a positive response to an action performed by another actor. This signifies that trust has a futuristic feature that an actor would act in an expected and satisfying way. For this paper, trust is defined as a positive expectation and a willingness to act upon the words and intentions of an exchange partner (McAllister 1995). This definition signifies the importance of ‘words’ and ‘intentions’ which play an important role in Omani culture.

Trust between different stakeholders could develop based on the Hartman (2003) classification into a political or institutional trust. Political or institutional trust is based on the belief that the government will produce desired outcomes for the residents even with less scrutiny (Miller and Listhaug 1990) or the “confidence that political institutions will not misuse power (Lühiste 2006, p.478). For the government and residents relationship, trust works as a facilitator and is considered necessary for the sustainability of projects (Nunkoo et al. 2012). The resident's support of government policy decisions is a function of whether the government decisions meet their expectations (Ma and Yang 2014; Nunkoo and Gursoy 2017). Government economic and political results are an essential element of enhancing political positions (Nunkoo et al. 2013). Resident trust in the government could be a predictor for their overall satisfaction of any development (Nunkoo and Ramkissoon 2011).

However, governments may not always work in the best interest of their people. Democratic governments may not promote democratic process and ensure fair outcomes (Pastras and Bramwell 2013), which affects the political trust (Nunkoo and Gursoy 2017). Distrust could develop if residents feel that government institutions are not responsive or representative of their requirements (Torcal 2014). In such cases, the public could exercise their rights recognised by the constitution that could lead to bringing down the government.

This may be different in authoritarian or monarchy settings where the level of respect to the government is a cultural characteristic of the society (Nunkoo and Gursoy 2017). It is common to find attributes such as deference to authority, blind obedience, and overreliance on authorities in authoritarian government (Ma and Yang 2014). These features can be linked to how society values develop through social learning, schools, and social and political relations (Solt 2012). These values can influence political trust and loyalty in the authoritarian type government (Ma and Yang 2014). Government occupies a significant representational status in an authoritarian society, and political trust is developed through people's emotional dependence on such authorities(Ma 2007). Research evidence suggests that political trust is higher than world averages in an authoritarian society like China (Yang and Tang 2010). This can also apply to other Asian nations with similar settings (Ma and Yang 2014). The relationship between public trust and power is not very clear. Some literature asserts that a direct relationship exists between them, where a higher level of public power corresponds to a higher level of trust in government (Nunkoo and Ramkissoon 2012).

Stakeholder’s power

The power allocation between different actors determines their position in any exchange situations. Nunkoo (2016) asserts that the higher the resources controlled by an actor, the greater his/her level of power. Also, Ap (1992, p.680) notes that “power is vested in the number and availability of valued resources that may be used as concessions to influence another”. Actors with less power may end up accepting less than what they wish or deserve (Beritelli et al. 2014). Whereas the government and private sector powers are linked to resources ownership; public power varies across countries. In developed countries, the power of the public is obtained by different resources, including their right to select the government. Failure to engage with public stakeholders, in democratic settings, has led to public protests which were witnessed in many projects such as the twenty-year protests in Susa Valley against High-speed Rail connecting Italy to France (Hooper 2012); and shopping mall construction in Turkey in 2013 (Letsch 2013). These protests have a significant impact on the project process and costs.

On the other hand, the situation in the developing world as far as public participation is not as optimistic. For example, Sun et al. (2016) examined public participation in China and concluded that there is often no public participation during the planning and project decision stages. Li et al. (2012) claim that public participation in developing countries is at its ‘infancy' where, for example, in China, public participation is limited to environmental impact assessments. It is not uncommon that some stakeholder groups are ignored or marginalised by others (Bowen et al. 2017). This is maybe due to the lack of resources that are controlled by the public or their ability to influence the government system by voting. Bowen et al. (2017)

assert that before given the voting rights for people of Maldives, their power and participation was limited. Decisions are usually made to favour economic aspects rather than addressing social and environmental concerns (Zubair et al. 2011). Moreover, protesting is restricted, and the governments can quell protest as they are less prone to domestic and international blame (Girod et al. 2018). This especially true for the government with natural resources such as oil where the government is successful in controlling protest as their access to resources allow them closer ties with powerful external countries that would support in case of any unrest (Girod et al. 2018).

Research objectives

This paper is part of a PhD research that has investigated the long-term resort project success criteria and factors for the case of Oman. The focus of this article is on the power and trust dynamic for long-term success in the case of Oman. The research questions are:

What is the resident role and power in tourism resort projects?

What's the role of power and trust in shaping SET and their impact on project performance?

Research methodology

Being exploratory, the research followed interpretative philosophy with the inductive approach. Two resort areas in Oman were examined to understand how stakeholders in different regions perceive resort success and the role of public trust and power.

For the data collection, a total of thirty-six participants from a local-community were interviewed in face-to-face semi-structured interviews. A mix of purposeful and controlled snowball sampling strategies was utilised to assist in selecting the participants relevant to the researched area. The interviews were conducted with multiple stakeholders representing different government ministries including one interview with a government minister, participants from investors and operators, residents and an NGO to increase the validity and reliability of the obtained data. Questions were asked to understand the importance of different stakeholder's roles in defining project long-term success. Also, participants were asked about their perception of resort project success.

As each qualitative research is unique, the analytical process is also unique (Patton 2015). Once data is collected, the 'process of immersion' starts where the researcher becomes familiar with the dataset and looks for developing themes (Braun and Clarke 2013, p.214) and reflect on them (Bazeley 2013, p.15). The interactive nature of data collection allowed themes and categories to emerge while collecting the data. The research followed the process recommended by (Miles et al. 1994) to analyse the interview information through three parallel flows of actives: data reduction, data display, and data conclusion and verification. The data reduction aspects were conducted following Saldaña (2013) process of coding. The codes generated in this research were based on data instead of literature as there has not been, to researcher's knowledge, any similar research within PM, and the analysis was undertaken in two phases.

Coding is 'cyclical act' where it requires more than one attempt to enhance it (Saldaña 2013). For this study, the researcher developed a two-phase data analysis strategy. The first phase examined the viewpoints of each participant on what were long-term the success factors and criteria for the resort projects as well as who are the important and relevant stakeholders. The second phase compared and contrasted these viewpoints at both stakeholder group level and cross groups. The process moved from specific to general as suggested by Richards and Morse (2013, p.173) "categorizing is how we get 'up' from the diversity of data to the shapes of the data, the sorts of things represented. Concepts are how we get up to more general, higher level and more abstract constructs". The researcher ability to link interrelated themes and concepts leads to model or theory development (Braun and Clarke 2006).

Research results and discussion

The resident's role was found to be increasing, especially with the impact of some external factors. Besides, when asked about each stakeholder's specific criteria and factors of project success, it was evident that all stakeholders need each other for the long-term success of the projects. Each stakeholder's criteria can be provided by other stakeholder groups individually or collectively.

Objectives one: residents roles

The research reveals that in the context of tourism resorts case of Oman, resident's role is gaining more importance and the government is trying to engage with the community at different stages of the projects life cycle which may not have been the case in earlier projects. "See the main stakeholder would be the community because if you are going do something there... you always need their buy-in, at the end of the day it is going to be in their community" Investor2. Sometimes the involvement of the community in such projects comes early, especially if there are certain modifications to the project location: "the investor was involved from the beginning of the project. There was a need to re-allocate some lands. This was done to avoid any problems to raise in the future" Government3. Literature has a plethora of research highlighting the importance of residents for tourism development (Bowen et al. 2017). It is argued that tourism success is dependent on the goodwill and cooperation of the communities as they are part of the product (Murphy 2012). Failure to engage the communities or their perception that tourism development does not meet their expectations could lead to resistance and hostility, which could reduce the potential of the overall development (Jamal and Getz 1995). According to Byrd (2003), the local community needs to be involved in planning and development and not only recipients of pre-set government tourism plans.

However, some of the residents claim that pre-project discussion with investor and government does not always take place,

> "it depends on the investors... In general, the locals do not get involved in the selection of the locations, only at a later stage when the development is announced" Residnet2.

This raises a concern which is if the communities in Oman are considered to be essential stakeholders; why they are not getting involved at early stages of planning?

Resident's power

It is not clear though whether this change in government attitude toward more engagement with the public is personally driven or is an indication of changes in the government approach. The existing Ministry of Tourism (MOT) minister is very keen on involving the public, and the policy confirms that people viewpoints and participation has taken place.

> "The MOT, with the new Minister, has emphasised that the locals or the villagers of proposed project area are well informed about it" Government1.

However, other government authorities' approaches toward public engagement are not clear and could be different. The increasing importance of public participation in tourism projects in Oman could be linked to several reasons (Figure 9-1) such as:

1. The Arab Spring has put some pressure on governments in the Middle East; the long-standing belief that people cannot protest is not anymore applicable. Although the protests in Oman were limited and the government was able to control it by listening to some of the people demands; the fact that people went protesting on the streets signifies a change in people power. The government is becoming careful and trying to avoid any similar scenarios that could be uncontrolled, as was the case with other regional countries. Therefore, the government is trying to engage with people and consider their opinions on different fronts, and tourism development is one of them to minimize the chances of confrontation. The small scale protest that has happened at one of the resorts was another example that unsatisfied communities could get together to get their rights. The protest demonstrated that dissatisfied communities could be a barrier to any developments.

2. Tourism is considered to be a people industry where tourists usually interact with local communities to obtain new experiences. Research highlights the importance of resident's acceptance of tourism in vital (Scholtz and Slabbert 2018). Lack of community participation is considered to be one of the factors leading to the high rate of failures for tourism plans (Yüksel and Yüksel 2007). The government plans for diversifying the economy is vital for long-term government success; hence, the importance to involve the people to ensure the tourism diversification plans. Besides,

the government tourism policy 2040 highlights the importance of the Omani culture and hospitability of the people, which in return requires their involvement in any development that ensures their satisfaction.

3. The country's historical background of civil wars and unrest took place up to the 1970s, still pose a threat to the government. Besides, the social structure and the tribal system power still a way to attract people loyalties. It was mentioned in one of the interviews with the residents at resort project that the cities in Oman that had a history of civil unrest, had more consultation about the tourism projects developed in their area and hence more benefits.

4. The social media has created new platforms where people have more space to express their views, which could spread widely and sometime without governmental control. This space, although controlled by the government, still pose a threat that has the potential to erupt at any point. The significant advancement in media and communication is attributed to be one of the factors that have caused political unrest and Arab spring (Al-Shamsi 2015).

Conditional power

The power indorsed to the residents, although maybe a step in the right direction, is only a conditional power where it can be withdrawn whenever the conditions change. The public power can either increase or decrease depending on both the government and the public and could vary from an area to another within the country. Some sources of power for the public are in Figure 9-1. One of the residents highlighted that when the same developer built a resort in a different area of the country, residents in this area gained more benefits, and that was due to their power.

> "Once the resort project was initiated, the community forced the developer to provide certain requirements; they are from that area. So, they asked the developer, if you want to take this land, you must provide something in return to the community" Resident1.

Considering the historical context of the country, it is expected that residents of areas that witnessed a civil war against the government are treated differently to ensure their satisfaction. Besides, as the tribal system is still influential in Oman, the government maintains its legitimacy by the support of the tribal leaders (Worrall 2012) and therefore, ensures that vital tribal leaders are satisfied. This is vital to minimize the likely event of going for protests that could destabilise the country.

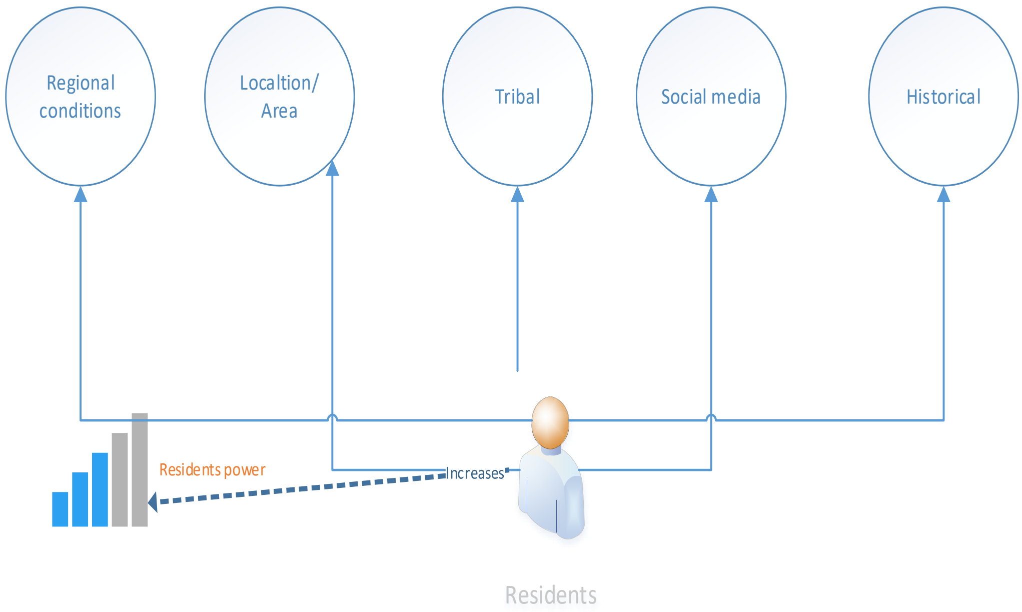

Figure 9-1 Residents sources of power

Objective two: SET with trust and power in tourism projects in Oman:

SET has been used in different settings of exchanges; however, this research used it in understanding how exchanges between stakeholders shape project evaluation. It was identified that the government, private sector, and residents are the key stakeholders from the local community perspective for Oman. The government power can be linked to its ownership of the resources and planning of the tourism sector. The private sector is considered as the primary driver of investment in tourism, where the government expects 88% of the capital investment in the 2040 vision to be conducted through the private sector. The resident's power is conditional as described in the previous section, where it varies across cities and subjective to regional development and other factors.

The trust element between the exchange partners varies depending on the type of exchange. The government relationship with the private sector has both aspects of trust and control where control is managed through contract or a different kind of agreements. However, as it is challenging to cover all future uncertainties by control the measures, trust plays a higher role between the two stakeholders to nurture the relationships. The government relationship with the residents is based on political trust, which is mainly derived from the political and social characteristics of the Omani society. Omanis developed an appreciation for the Sultan whose family has ruled the country for more than 250 years. The significant improvement the country witnessed since 1970 has built considerable trust with the Sultan. However, this trust was shaken by the Arab spring movement started in 2011, where some protests took place in several cities. Although the protestors have chanted that the Sultan authority is untouched and still trusted, specific government figures who were linked to corruption were requested to be removed.

As far as SET norms, the results demonstrate that in the tourism projects in Oman, reciprocity, as well as negotiation aspects of social exchange, takes place. Besides, both control and trust play roles in forming these exchanges. The residents: having a conditional power within the stakeholders, can only use trust when involving with any exchanges with government or indirectly with investors/operators. Also, the government role is both as an actor and is mediating between two stakeholder groups. The nature of exchanges can be explained as follows and shown in Figure 9-2:

1. Government vs private sector: SET is characterised mainly by negotiations norms with controls in the forms of contractual agreement outlining each party's expectations and roles. Moreover, there is always elements of reciprocity norms and trust as negotiations contractual agreements cannot cover all the future uncertainties. Hence trust plays a vital role in the relationship as well.

2. Government vs residents: SET is utilized with the reciprocity approach, where political trust is vital in the success of the relationship. The government provides certain services, infrastructure, and laws to ensure the investors support the community. In return, the community support both the private sector and the tourists.

3. Private sector vs residents: the government is representing the interests of the residents; the relationship between private and residents is based on reciprocity where each needs the other for the success of the project. Trust plays a significant role in this relationship where the support for the project and tourists is linked to benefits received from the project. Residents will support the project when the resort meets their expectations of improving the quality of life at the community.

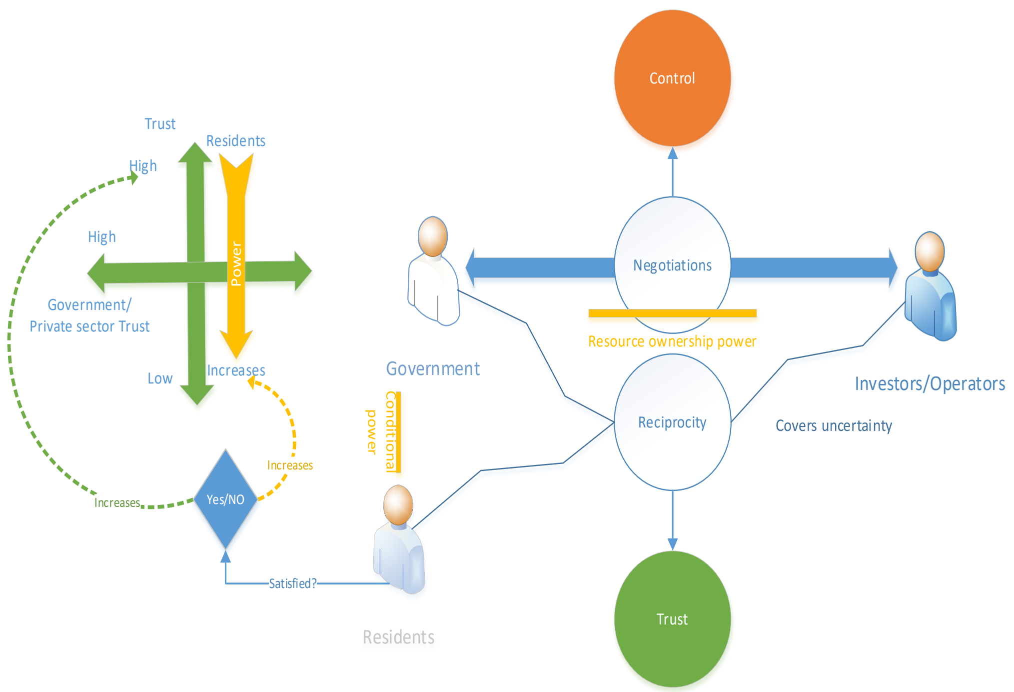

Figure 9-2 Settings of Social exchange theory for resort projects in Oman

The resident's power varies according to their trust in both government and the private sector. If the residents are satisfied, then their trust to both government and private sectors is at high, which does not require them to seek power. If for any reason, residents are not satisfied with the development, then they will attempt to obtain more power through protesting or other means which may harm the development. The extent of the power and impact on the development the residents could do is not clear for Oman, but certainly having unpleasant results.

Contributions and conclusion

The research contribution to PM literature is in twofold. First, it has identified the roles and power stakeholders in the context of tourism, and the case of developing country, areas that have a lack of research. Second, it has utilized SET as a platform to understand how evaluation develops for the long-term aspects of project success. Besides, it integrated both elements of trust between stakeholders and their power into the model.

The long-term success criteria and factors are a function of exchanges between the stakeholders where, in optimal conditions, every stakeholder gain and perceive the project as a success. However, the optimal conditions do not always exist for several reasons, and the elements of power and trust between the stakeholders play a significant role in determining the outcomes of the projects.

The model developed for Oman recognizes the importance of every stakeholder's requirement to define the project as a success. While the power of the government and the private sector is undisputed, the conditional resident's power plays a role in deciding the final results of the projects. The conditional power of the residents relates negatively to the trust residents put in the government. The resident's political trust is usually high, can be lessened if residents do not receive the expected outcomes of the development. In such cases, and energised by other factors, the residents could pursue higher powers to pressure both the government and the private sectors. The extent of the impact of public power is unknown but can be catastrophic.

Appendix 7: Research validation document

Research introduction:

The evaluation of project success has been dominated by the 'iron triangle' of time, cost and scope measurement. However, despite achieving these measures, some projects were still considered a failure, which has led to considering alternative measurement criteria with the increasing importance of the satisfaction of stakeholders. The literature has identified multiple frameworks for evaluating success. However, these frameworks mainly analyse output stage of project evaluation and are based on private sectors in developed countries.

This research investigates the long-term success for tourism projects in case of a developing country; Oman. Tourism has witnessed increasing importance as a global industry and considered to be amongst the highest project commissioner industry in the world. As tourism projects are executed to achieve long-term polices, their evaluation should also be for their longer-term impacts. One of the characteristics of the tourism projects is their involvement with multiple stakeholders who vary in their roles and powers.

Oman is a developing country, with GDP mainly depending on the oil and gas. However, the fluctuations of the oil prices have increased the pressure on the government to diversify its economy. Tourism is viewed as one of the alternatives that can support diversification. Oman has a beautiful nature, rich history and tolerant people, which are vital elements for tourism. The government had recently developed tourism strategy 2040 to further enhance its contribution to the GDP. One of the key aspects of the strategy is it attracting 'premium' tourists, and resort projects are essential in the strategy.

As the case with Oman, the roles and powers of the different stakeholders in these projects is not researched, especially when it comes to stakeholders such as communities and NGOs. Besides, it is not clear how the various stakeholders evaluate the success of the resort project and what factors each could contribute to the overall success. Therefore, this research aims to develop a model of the constructs of projects success criteria and success factors for tourism resorts in Oman, taking multiple stakeholders' viewpoints. The model will represent how the different variables (criteria, factors, stakeholder groups) are interrelated for the context of resort projects in Oman. The objectives of the research are:

1. Establish an appropriate time frame to evaluate the success of resort projects (i.e., when most of the impacts of the development are realised).

2. Identify relevant stakeholders for the tourism resort projects and establish the classification and importance of these stakeholders to the resorts' project evaluation.

3. Formulate the constructs for tourism resort projects' success (factors and criteria) based on relevant stakeholders' long-term success evaluation to understand similarities and difference between stakeholders' groups.

4. Synthesise a model of the different constructs of the success of tourism resorts development in Oman based on their importance, to establish a context-specific project success framework that can expand the understanding of success evaluation of resort projects and its relation to other types of projects

Research methodology:

The nature of this research positioned it philosophically in the interpretive research paradigm with the inductive approach to model development. The qualitative methodology best suited this research given the nascent level of maturity of the research area in the context of tourism resorts in Oman as the country paves its way toward diversifying its economy due to the volatile oil prices. The unit of analysis was the participants' stakeholder's group perceptions of what constructs the success of resorts projects in Oman. The researcher ultimately endeavoured to create a composite picture of the individuals' understanding of what constructs a reality of the phenomenon of resort projects success in Oman.

The research used semi-structured interviews as a strategy for the data collection and thematic analysis as the data analysis technique. The data collection was preceded by a content analysis of related literature and official public documents relating to tourism projects in Oman. For the data collection, a total of thirty-six participants from a local-community perspective were interviewed in face-to-face semi-structured interviews. A themed interview guide was developed containing the main questions to help the researcher focus on the purpose of the interview and control the direction of information flow. A mix of purposeful and controlled snowball sampling strategies was utilised to assist in selecting the participants relevant to the researched area. The research had opted for a cross-sectional time investigation of the perceptions for the long-term success of resorts. The interviews were conducted with multiple stakeholders representing different government ministries including one interview with a government minister, participants from investors and operators, residents and an NGO to increase the validity and reliability of the obtained data.

The interviews were recorded with the permission from the interviewee except for one where notes were taken instead. The interviews were then manually transcribed by the researcher and interview transcripts were coded in NVIVO® 11 and analysed using Saldaña (2013) and Miles et al. (1994) coding techniques. The data analysis process has started while collecting the data and has been repeated several times to allow themes to develop. With the lack of research on this area, themes are generated based on the data collected from the participants. The arrangement of the themes is based on interview guide questions and stakeholder group to allow for comparison between their answers.

Research outcomes:

Time-frame and project success dynamic

Most of the participants agree that the impacts of the resort project start to be witnessed two to three years after completion of the project and start of the operation. The research confirms the dynamic aspect of project success and asserts that for tourism resort projects, factors and criteria can interchange according to the stage of evaluation and the specific stakeholder perceptions. Besides, it extends the responsibility for long-term success factors to include all the relevant stakeholders as opposed to the only project manager or owner as suggested by Pinto and Slevin (1987) and Jugdev and Müller (2005) respectively.

Stakeholders roles and power

The different roles of the various stakeholders are linked to their stake and power in the project set up. As power is mainly a function of resources ownership, the government and private sector (investor/operator) power are readily acknowledged due to their known resources. However, for the resident's and NGO, their role is not clear. The research reveals that in the context of tourism resorts case of Oman, the NGOs role is limited to only providing non-binding advice as there is strict regulation that governs the establishment of NGOs in the country. However, public participation is gaining more importance, and the government is trying to engage with the community at different stages of the projects lifecycle which may not have been the case in earlier projects. The community role was evident in some of the interviews where some tourism projects had to be cancelled, and the government faced contractual consequences due to community rejection as elaborated by a government stakeholder. This has led the government to take community opinions at early stages of development. For example, the newly developed tourism policy (2016-2040) had consultations with the public at different cities before finalising the document (OTS 2016). The increasing importance of public participation in tourism projects in Oman could be linked to several reasons, shown in Figure 9-3 such as:

1. The Arab Spring which has put some pressure on governments in the Middle East;

2. Tourism is considered to be a people industry where tourists usually interact with local communities to obtain new experiences; hence higher importance on communities' satisfaction in such projects

3. Tribal and location considerations; some specific tribes and areas are perceived to have more power than others due to different reasons

4. The country's historical background of civil wars and unrest pose specific consideration for the affected communities.

5. The social media has created new platforms where people have more space to express their views which could spread widely and sometime without governmental control.

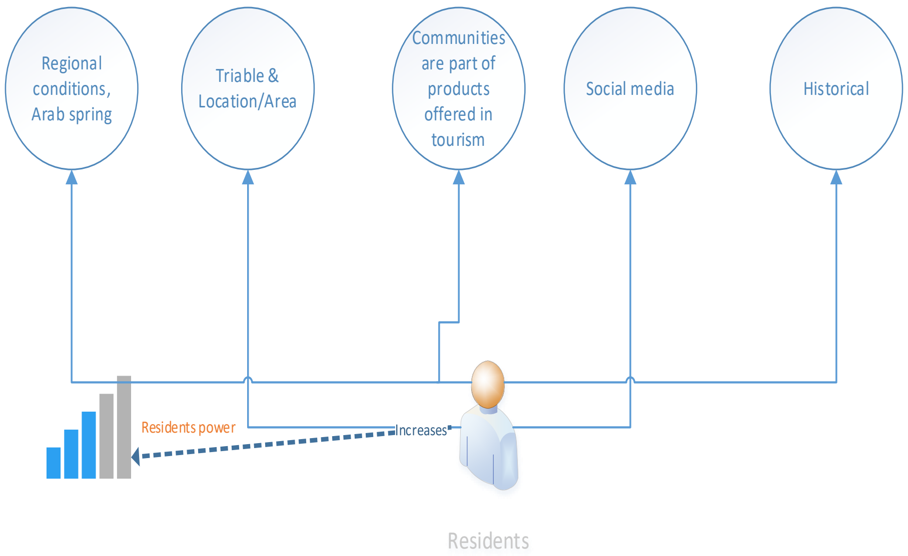

Figure 9-3 Sources of resident's power in Oman

The research called the power recognised for the public as 'conditional power' where it persists only according to the condition around it. The public power is not based on the constitution and this why the role of the NGOs and interest groups remain limited. The public power can either increase or decrease depending on both the government and the public and could vary from an area to another within the country.

Another contribution of this research is regarding the SET settings with both power and trust elements for the context of tourism resorts in Oman. SET was used to explain how success is evaluated using multiple stakeholders with different powers. It was identified that the government, private sector, and residents are the key stakeholders from the local community perspective for Oman. The research investigated a particular type of exchanges between government, residents and the private sector. The government and private sector powers can be linked to its ownership of the resources and planning of the tourism sector. The resident's power is conditional as described in the previous section, where it varies across cities and subjective to regional development and other factors. The trust element between the exchange partners varies depending on the type of exchange. The government relationship with the private sector has both aspects of trust and control where control is managed through contract or a different kind of agreements. However, as it is challenging to cover all future uncertainties, trust plays a higher role between the two stakeholders to nurture the relationships. The government relationship with the residents is based on political trust, which is mainly derived from the political and social characteristics of the Omani society.

The resident's power is conditional and varies according to their trust in both government and the private sector, as shown in Figure 9-4. If the residents are satisfied, then their trust with both government and private sectors is at high, which does not require them to seek power. If for any reason, residents are not satisfied with the development, then they will seek to obtain more power through protesting or other means which may have a negative impact on the development. The extent of the power and impact on the development the residents could do is not clear for Oman but certainly having unpleasant results.

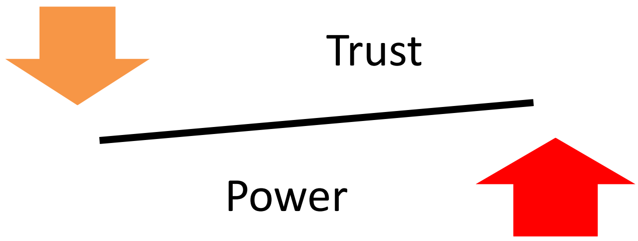

Figure 9-4 Resident's power and trust dynamic

As far as SET norms, the results demonstrate that in tourism projects in Oman, reciprocity, as well as negotiation aspects of social exchange, takes place. Besides, both control and trust play roles in forming these exchanges. The residents; having a conditional power within the stakeholders, can only use trust when involving with any exchanges with government or indirectly with investors/operators. Also, the government role is both as an actor and is mediating between two stakeholder groups. The nature of exchanges can be explained as follows and shown in Figure 5-8:

1. Government vs investors/operators: SET is characterised mainly by negotiations norms with controls in the forms of contractual agreement outlining each party's expectations

and roles. Moreover, there is always elements of reciprocity norms and trust as negotiations contractual agreements cannot cover all the future uncertainties. Hence trust plays a vital role in the relationship as well.

2. Government vs residents: SET is utilised with the reciprocity approach where political trust is vital in the success of the relationship. The government provides certain services, infrastructure, and laws to ensure the investors support the community. In return, the community support both the private sector and the tourists.

3. Private vs residents: the government is representing the interests of the residents; the relationship between private and residents is based on reciprocity where each needs the other for the success of the project. Trust plays a high role in this relationship where the support for the project and tourists is linked to benefits received from the project. Residents will support the project when the resort meets their expectations of improving the quality of life at the community.

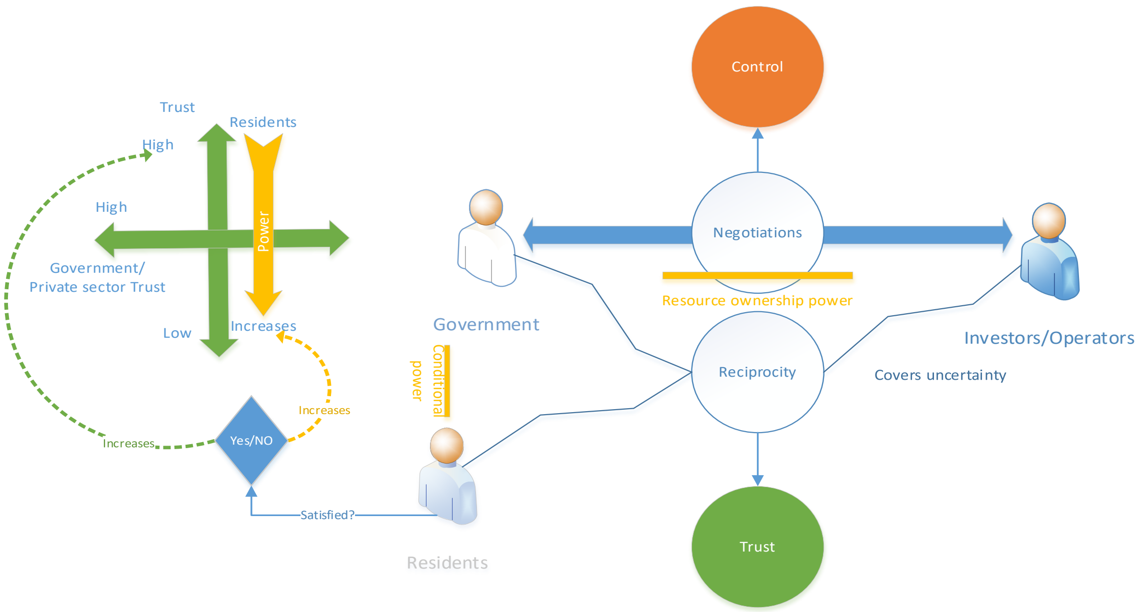

Figure 9-5 Settings of Social exchange theory for resort projects in Oman

Synthesis of the model of the different constructs of the success of tourism resorts development in Oman

This section synthesises a model for the long-term success for tourism resort in Oman as per the research objectives. The model is based on the SET as exchanges take place between different stakeholders highlighted in the previous section. SET has been traditionally used for tangible and non-tangible exchanges between different actors; however, this research used it to reflect the combined perceptions of the exchanges. In addition, success depends on external factors or risks beyond the direct control of any of the stakeholders as well as has an element on the power-trust dynamic which affects the residents. Figure 9-6 shows the model with the three stakeholders' groups and their criteria and success for the resort project long-term success.

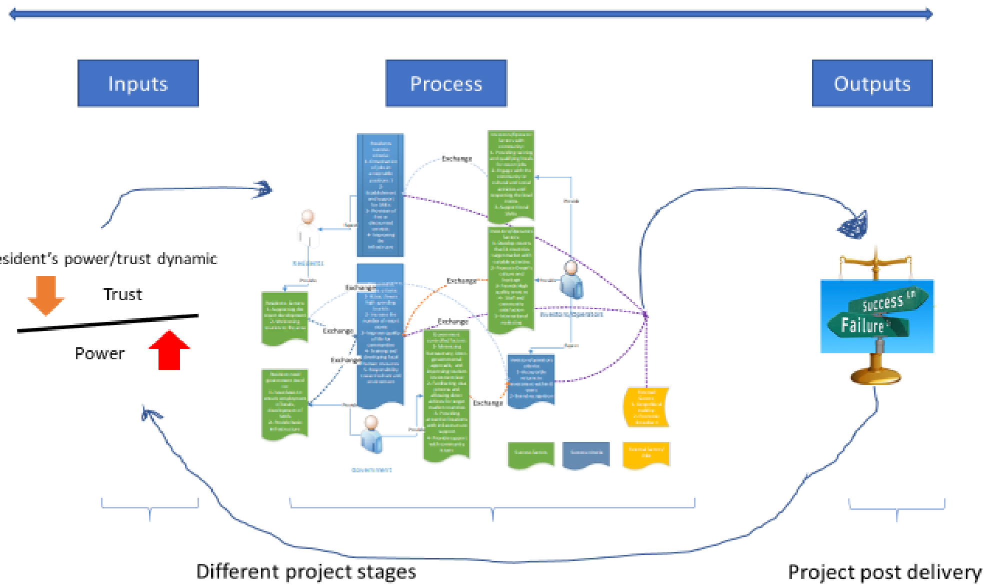

Figure 9-6 Model for tourism resort project success

External factors or risks:

There are external factors that impact the success of the resorts that were mentioned while conducting this study. These factors are generally outside of the control of the stakeholders yet have an impact on the project success. The factors are linked to the economic and political situation in the region and the world and can impact the resorts in various ways such as the flow of the tourists to the country, spending power and others. The oil prices, which is the primary income for the country, has dropped significantly since 2014. Besides, two recent political issues happened in the region, which are the war on Yemen (2014) and the embargo on Qatar (2017) which both have implications on the flow of tourists to the area and the country.